TSAWWASSEN FIRST NATION

Annual Report
2012-2013

TSAWWASSEN FIRST NATION
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Foreword

This is the sixth Annual Report that we have delivered to the Tsawwassen Membership, and the fourth as a self-governing First Nation. This document reports on how we fared over the past year, and is intended to provide you, our Members, with the information you need to evaluate how well Tsawwassen Government has done in meeting the goals set out in the 2012-2013 Service Plan. It describes who we are, as Tsawwassen Government, what programs and services we delivered over the past year to Tsawwassen Members, and reports on the outcomes of what we intended to accomplish over the past year. It also sets out what our key public institutions – the Tsawwassen Legislature, and the Executive Council – have achieved over the past year.

This is but one tool we use to ensure that we are both transparent and accountable, and while we feel that these reports are effective in providing Members with important information, we are always open to changing our approach to better meet the Membership's needs. As always, we welcome your feedback on what you find helpful or effective in our reporting to you!

We are committed to improving our Annual Reports as we continue on our journey to self-governance, and we are learning as we go.

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Message from Executive Council

Thank you for taking the time to read this year's Annual Report. We view this report as one of the several important ways that we can stay in touch with you, and explain how our decisions have translated into actions on the ground.

The 2012-2013 year was a challenging year for our community, but we are rallying together in support of each other as we move forward. The uncertainty that resulted from an election that was overturned could have driven a wedge between our people, but it is important to reflect on the fact that under the Treaty, we had a process, established under our own laws, that allowed us to have closure and to move forward. Our process ensured that we could all air our concerns in a safe forum and regardless of the outcome, everyone's voices were heard. We also had a tragedy befall our Nation this past year, with the loss of one of our youth and one of our Elders shortly thereafter. We think it's safe to say that we have all been impacted by this – particularly the passing of one of our youth, and the knowledge that her passing cannot be in vain. We all must work together to address the factors that led to her passing and we, as a government, know that we must redouble our efforts to support each of us in overcoming the legacy effects of colonization and the *Indian Act*.

The Treaty provides us with tools to help us move beyond the *Indian Act*, and on a more positive note, our new governance institutions, particularly the Legislature, have continued to grow into their roles. We had terrific debate and strong representation of perspectives at the Legislative table. Legislators took the time to prepare resolutions that addressed a number of different community priorities – including housing and community safety. We have been extremely encouraged not only by the participation of all of our Legislators, but also by the number of TFN Members who have come to observe and stay current on issues of key importance to them. The strength of the Advisory Council has also become evident; over the past year, we have had terrific participation in that body, and several strong recommendations and advice provided to both Executive Council and the Legislature.

Last year saw the hosting of a first ever Members Gathering, which was held at UBC and was a tremendous success. There was a lot of work involved, as we consulted on a number of items, but also a lot of fun. The attendance and participation from our Membership was incredible and really highlights who we are as a people. Working together with all our people was humbling and motivating, and we all came away encouraged by the strength of community at Tsawwassen First Nation.

Our work on the development front has progressed significantly, and while we have not yet closed on development deals, we are confident that we will in the next fiscal year. The filling of the commercial site marked an important milestone as it was the first evidence of activity on our Treaty Settlement Lands. Importantly, our confidence in getting deals completed in the next fiscal year has allowed us to take the step to increase distributions to Members, which ensures that everyone is able to receive benefits from the Treaty during these start-up years. We also supported new Member-led residential developments and it was exciting to see the development of the two show homes. Our government is working hard to help make those developments a reality, while

ensuring that Tsawwassen First Nation does not take on unforeseen risks or costs.

On the social side, we continued to provide valuable services to our Membership and are continuing to seek ways to make improvements to our programs and services. This is an important area and we have brought stability to the department over the past year, which we feel will enable us to better support our Members in improving their quality of life.

We want to thank you for your ongoing participation in our governance structures, and your hard work at creating the type of community we want. The Treaty is just a toolkit; we're in the midst of the hard work now, building the future we all look forward to.

Vision Statement

In its Strategic Plan for 2008-2013, Tsawwassen First Nation put forward the following Vision Statement. The year 2020 is the target date to achieve this vision statement:

Tsawwassen First Nation will be an ideal location to raise a family and a working model of an environmentally sustainable, self-sufficient and culturally proud First Nations community. Tsawwassen First Nation Government will, at all times, be oriented towards serving our Membership, and will exercise the self-government powers of the TFN Treaty.

Content of the Report

The Annual Report is broken out into four different sections:

1. Governing Institutions Report
2. Risk Management Report;
3. Service Plan Report; and
4. Financial Report

Relationship to Service Plan

One key purpose of this report is to provide Tsawwassen Members with an evaluation of the 2012-2013 Service Plan, which guided the actions of the Tsawwassen Government over the past year. Departments constructed their annual budget based on the estimated cost of delivering on both the specific objectives they had set out in the Service Plan, and the delivery of existing programs and services. The intent of this reporting structure is to improve the accountability to the Membership by reporting on the outcomes of specific strategies that have been outlined in the Service Plan.

Service Plan 2012-2013:
Sets out what we planned to do over the last year

Annual Report 2012-2013:
Sets out what we did, and how well we did over the last year

Governing Institutions Report

The Tsawwassen Legislature, Executive Council, Chief, Advisory Council and Judicial Council are all named in the Tsawwassen Constitution. The activities of each of these bodies are outlined below. In addition, Tsawwassen Law requires the establishment of various other bodies and committees. Their activities are also briefly described.

Tsawwassen Legislature

The Tsawwassen Legislature is the highest body of Tsawwassen Government. It consists of 12 Tsawwassen Members, elected at a general election, and the Chief, elected separately, for a total of 13 Members. The duties of the Legislature are to discuss and make laws, which form the fundamental organizing principles and expressions of Tsawwassen Government. As part of that function, they discuss and pass an annual budget, which is a key part of the accountability structure of Tsawwassen Government.

The first formal Tsawwassen Legislature was elected in a general election held on September 17th, 2009. The Members of the first elected Tsawwassen Legislature, Kim Baird (Chief), Tony Jacobs, Louise Ahlm, Nikki Jacobs, Andrea Jacobs, Marvin Joe, Bryce Williams, Laura Cassidy, Kathy Genge, Andrew Bak, Sheila Williams, Loretta Williams, and Ken Baird, finished their term in September 2012.

The election on September 2012 brought our second Tsawwassen Legislature and they were: Bryce Williams (Chief), Karl Morgan, Sheila Williams, Tony Jacobs, Ken Baird, Laura Cassidy, Melinda Cassidy, Steven Stark, Louise Ahlm, Andrea Jacobs, Jesseca Adams, Nikki Jacobs, and Marvin Joe. Although the election was appealed and another election was called for April 2013, in the next reporting period, this Legislature had a very busy 6 months. There were two Legislative Sessions during the 2012-2013 fiscal year and during their short term. The following section outlines the highlights from each session.

Fall Session - November 7 – 21, 2012

Legislation

The Legislature enacted amendments to the *Land Act* and the *Laws Enforcement Act*, respectively, through the following amending acts:

- The *Land Management Amendment Act*, which sought to protect treaty assets through the provision of greater protection from liability to Tsawwassen, and
- The *Enforcement Technical Amendment Act*, which provided greater clarity and certainty respecting how Tsawwassen Laws and Regulations are to be enforced.

Received updates and provided direction on

- an update on the Treaty Dividend consultation and the Income Assistance Review Project;
- a draft of a new Letter of Expectations which is to be given to the Tsawwassen Economic Development Corporation's Board of Directors, setting out exactly what the Tsawwassen Government expects of the Corporation over the next three years;

- a report on a budget amendment that had previously been made by Executive Council. The amendment did not result in an increase in any budget but was a lateral transfer of funds between departments, to reflect some organizational changes made as a result of the recent Organizational Efficiency Review;
- an update on economic development activities;
- a draft process for a Citizenship Award (to be implemented in 2013) that was requested by the Legislature by way of a resolution at the Spring 2012 Session;
- the presentation of a 2013-2014 draft service plan and budget, in preparation for its approval at the Spring 2013 Session;
- the presentation of a draft Strategic Plan for 2013-2018, in preparation for its approval at the Spring 2013 Session; and
- an update on TFN Economic Development Corporation activities.

Resolutions

- Resolution to Improve Communication with the Longhouse Committee
- Resolution to Request the Executive Council to Amend the *Government Employees Act* (Tsawwassen) to ensure that Tsawwassen's Enforcement Officers are non-Members in order to Avoid Perceptions of Conflict
- Resolution to Ensure that Member Housing is a Priority for Eight Remaining Lots Serviceable by the Current Sewage Treatment Plant
- Resolution to Request that Executive Council Amend the *Members' Guarantees Act* (Tsawwassen) to Include a Treaty Benefit Offset in recognition of the removal of the Sales and Property Tax exemptions, subject to available revenues.

Cultural Protocols Adopted

In the 2012 Fall Session, under the advice of Elder Joe Norris, a separate Squiqel Talking Feather was introduced, allowing the Squiqel the authority to speak as needed to manage the meeting. Two special sashes were also introduced; a Wool Feather Runner Sash, which is embellished with cedar, buttons, trading beads and carvings of feathers - and a Cedar Squiqel Sash which is embellished with trading beads, abalone buttons and a white ermine pelt.

Spring Session - February 13 – March 14, 2013

Legislation

- The 2013-2014 *Appropriations Act* bill was enacted. The Service Plan and *Appropriations Act* bill (the budget) were discussed in great detail, and were passed on March 14th. A budget workshop between 1st and 2nd reading of the bill was a great addition to the schedule. Highlights of the bill include amendments to the Education budget and the splitting of Schedule 1 into two separate schedules.

Received updates and provided direction on

- An update from the Standing Committee on Language and Culture and the progress on the strategic plan, 'Our Living Traditions Strategy 2011-2021';
- A report, requested from the Fall 2012 Legislative Session, on the *Government Employees Act*;
- A report, requested from the Fall 2012 Legislative Session, on the *Members Guarantee Act* and Dividends;
- A report on 2 budget amendments that had previously been made by Executive Council. One amendment to increase

Schedule 7 relating to the examination of a standalone sewage treatment plant and the other amendment to decrease Schedules 1-6 and 8 by $740,117; and

Approved

- The presentation of the Strategic Plan for 2013-2018, for final approval at the Spring 2013 Session, which was approved after one small amendment

Executive Council

The Executive Council is made up of the Members who received the most votes during the general election for the Legislature, as well as the Chief. The members of the first elected Executive Council of Tsawwassen First Nation were Chief Kim Baird, Andrea Jacobs, Laura Cassidy, Marvin Joe, and Bryce Williams. Their term ended at the tail end of the 2nd quarter of this fiscal period.

Following the election in September 2012, the Legislative Members that received the most votes were: Bryce Williams (Chief), Karl Morgan, Sheila Williams, Tony Jacobs, and Ken Baird. Their term began at the tail end of the 2nd quarter of this fiscal period and continued on until just after year end.

In addition to meeting 39 times during this fiscal, and working to ensure both Member and non-Member issues are resolved efficiently, Executive Council's work over the past year continued to maintain a strong focus on ensuring that Tsawwassen's new governing, legal, regulatory, and policy frameworks are functioning well, and are meeting Members' needs. You will see a lot of policy, regulation, and legislation decisions occurred throughout the year. More detail on each of meetings, decision and activities can be found in the quarterly updates, Council's Corner which are included in the community newsletters.

Regulations: 17 Adopted or Amended

- Amend the Good Neighbour Regulation to regulate skateboarding on Tsawwassen Lands
- Enact the Annual Rates Regulation
- Amend the Zoning Regulation
- Enact the Water Shortage Response Plan Regulation
- Amend the Ticket Regulation
- Amend the Fisheries Regulation
- Enact the Social Housing Land Availability Regulation No.2
- Enact the Latecomer Development Cost Recovery Regulation
- Amend the Soil Transport, Deposit, and Removal Regulation
- Enact the Commercial Lands Fill License Land Availability Regulation
- Amend the Administrative Review and

Judicial Proceedings Regulation

- Amend the Offsite Levies Regulation
- Enact the TFSI Holder Corporation Regulation
- Enact the Annual Utility Charge Regulation (2012)
- Amend the Dog Licensing and Animal Control Regulation, 2009
- Enact the TFSI Holder Partnership Regulation
- Amend the TFSI Holder Corporation Regulation

Policies: 2 Adopted or Amended

- Amend the Funeral Benefit Policy
- Amend the Financial Management Policy

Legislation Amended

- 4 Amendments to 2012-2013 *Appropriations Act*
- Amend Schedule 3 of the 2013-2014 *Appropriations Act*

19 Appointments

- Appoint signing officers
- GVRD, GVWD and GVS&DD Appointment Order
- Appoint Directors to 600911 BC Ltd. (Tsatsu Gas)
- Appoint Metro Vancouver's Aboriginal Relations Committee Member
- Mayors Council on Regional Transportation Appointment
- Appoint a Member of the First Nations Employment Society Board of Directors
- Appoint TFN Renewable Energy Corporation
- Appoint TFN Trust Society
- Appoint a representative of the First Nation Cultural Society
- Appoint Metro Vancouver's Mayors Committee Member
- Appoint TFN Finance and Audit Committee
- Appoint Electoral Officer for 2013 General Election
- Appoint Director to TEDC and to confirm number of Directors
- Appoint auditor for the fiscal year ending March 31, 2013
- Appoint Signing Officers
- 2 Orders to appoint an acting Chief Administrative Officer
- Appoint TFN Prosecutor

Finance

- Approve annual budget for 2013-2014 fiscal year

Events: 3 key community events

- Call the Fall 2012 Legislature into Session
- Call the Spring 2013 Legislature into Session
- Call the 2013 General Election

Operations: 23 operational initiatives

- Approve the Annual Fishing Plan for 2012-2013
- Authorize an Executive Councillor to sign the LFFA Governance Protocol
- Approve of Feasibility Assessment regarding TEDC Investment Idigena Solutions Inc
- Purchase Lot 10 DL 169 Plan BCP38102 (for road widening)

- Approve of the buy out of a Social Housing unit
- Approve TFN Economic Development Corporation Articles of Incorporation
- 4 Orders to cease-and-desist drug activity on properties on Tsawwassen Lands
- Adopt Natural Resources Committee Terms of Reference
- Approve the License Agreement for commercial lands Site Preparation Works
- Approve the General Assignment of rents, and authorize the CAO to sign
- Approve of the withdrawal from and adoption GVRD Labour Relations Bylaws
- Authorize Specific Claims Research Centre and Donovan & Company to access TFN records
- Make annual resolutions of the TEDC
- 2 Orders to post sign on properties on Tsawwassen Lands
- Proceed with a Stand Alone Sewage Treatment Plant RFQ
- Submit English Bluff Specific Claims
- Authorize Purchase of Commercial Crab License
- Proceed with an RFP Process for a new TFN Sewer Plant

Chief

As well as chairing meetings of Executive Council, and participating on the Tsawwassen Legislature, the Chief provides ongoing strategic direction respecting day-to-day matters of Tsawwassen Government, and works closely with the Chief Administrative Officer to manage the affairs of TFN. In addition to those responsibilities, the Chief currently sits as a Board Member on the Naut'sa mawt Tribal Council. The Chief also occupies TFN's seat at the table of the Metro Vancouver Board of Directors, and a seat on Translink's Mayor's Council.

Judicial Council

The Judicial Council is responsible for many matters under Tsawwassen Law. Primary functions include hearing challenges to the validity of Tsawwassen Laws, resolving disputes between Members and elected officials, making recommendations to courts on sentencing of Members, investigating financial irregularities, and other duties assigned to it. The Judicial Council is ready to conduct hearings and act on matters arising throughout their term. This year was a busy year for the Council. They serve a very important function – adjudication and dispute resolution within the Tsawwassen process, and this year it was put to great use.

The Judicial Council responded to two appeals to the 2012 election. The Council took submissions from appellants, and provided an opportunity for submissions from those involved with the election. The Judicial Council held a public hearing on November 24th, and issued a reasoned decision on December 11th, 2012. The full text of that decision is publicly available. As a result of that decision, a subsequent General Election was held on April 10th, 2013.

The Chair, Paul Fraser, provided the Executive Council with the Judicial Council 2012 Annual Report. The Judicial Council as appointed by Executive Council:

- Paul Fraser QC to position of Chair
- Anja Brown to Vice-Chair
- Professor Bruce MacDougall as 3rd Legal Member
- Accounting Member Leif Nordahl
- Vicki Connor Tsawwassen Member

Advisory Council

The Advisory Council is a body established under the Tsawwassen Constitution. It is a mechanism to ensure that proposed laws, regulations, and other actions are considered by Membership in an open forum prior to being passed or presented to the Executive Council for approval. The Advisory Council is open to all Members wishing to attend, and meets every two weeks during the fall, winter, spring, and (schedule permitting) the summer.

In September, TFN held its second election under self-government. As part of the rules and procedures of Advisory Council, a new Advisory Council was elected at the first Annual General Meeting after a general election of Tsawwassen Government. At our AGM on September 22nd, 2012 TFN elected a new Advisory Council. The newly elected Members were Ruth Adams, Kathy Genge, Charlene Jacobs, Loretta Williams, Mabel Williams, Merle Williams, and Victoria Williams. The previous Advisory Council was also thanked for their committed service to the community during the course of their three-year term. They were presented with a gift in honour of their commitment.

The previous Advisory Council was made up of Merle Williams, Charlene Jacobs, Nic Gurniak, Victoria Williams, Ruth Adams, John Morgan and Terri Splockton. Tsawwassen Government and Tsawwassen Staff would like to express a great deal of thanks for the efforts put forward by these individuals over the past three years.

All meetings of the Advisory Council are open to the public and approximately 15 Members attend meetings regularly, providing a valuable public service on behalf of the Membership.

The Advisory Council met 21 times during the fiscal year to discuss a wide range of topics and had the opportunity to provide direct input into all major policy and operational initiatives planned by Tsawwassen Government.

They also provided input in advance of the staff's Service Planning workshop, where staff worked on developing programs and services for the 2013-14 year. In addition, Advisory Council had input into annual and Strategic Plan visioning exercises where they provided substantive input into preparations for TFN's annual Manager's Retreat, as well as input into planning for the 2013-2018 Strategic Plan. Advisory Council answered a number of questions in respect of TFN's medium and long-term goals and vision.

Meetings of the Advisory Council are open to all Members who wish to attend and there are approximately 15 Members who attend on a regular basis, providing a valuable public service on behalf of the Membership. Both Advisory Councils – new and old – undertook important work during this term. That work included examining and providing advice to Executive Council and the Legislature on a number of matters, including:

Policies

- Funeral Benefits Policy

Regulations

- **Review of s.16 TFSI Holder Corporation Regulation:** Advisory Council provided lots of input into an important regulation that provides for a TFN Corporation to hold a TFSI.
- **Regulations:** Advisory Council reviewed and provided feedback to Executive Council on a number of proposed regulations during this period, including the Sign Regulation, the Ticket Regulation, 2013 , the Enforcement (Peace) Officer Regulation and zoning amendments.
- **Land Availability Regulations:** Advisory Council reviewed regulations, required under TFN's *Land Act*, to make Tsawwassen Public Lands available to Members. This particular regulation was related to a member land swap to provide for the construction of the sports field.

Updates/Review/Information

- **Habitat for Humanity:** Advisory Council reviewed and assisted in the development of a proposal to Executive Council on a partnership with Habitat for Humanity to construct affordable homes for Members.
- **Agricultural Strategy:** Advisory Council reviewed initial vision components and early drafts of the proposed agricultural strategy, intended to put forward a long-term management plan for Tsawwassen's Agricultural Lands.
- **Income Exemptions for SA recipients:** Advisory Council reviewed a proposal to provide specific exemptions to allow SA recipients to earn certain types of community-based income without suffering clawbacks on their exemption.

- **TOR for Natural Resources Committee:** Advisory Council reviewed the terms of reference for the Natural Resources Advisory Council, which was also elected at the 2012 AGM.
- **TFN Referrals System:** Advisory Council reviewed a plan for a new process to manage referrals at Tsawwassen First Nation.
- **Review of proposed license of occupation for commercial lands:** Advisory Council reviewed an agreement which allows TFN's partners on the commercial site to access the lands in advance of the lease closing date, in order to prepare the lands and stay on track for a scheduled opening.
- **Discussion on policing with Delta Police Liaison:** Advisory Council engaged with Delta Police in quarterly discussions on police services provided to TFN. These discussions always provide the police with useful feedback as to the status of their operations.
- **Review of Land Use Planning Consultations:** Advisory Council reviewed the data from land use plan discussions in 2008, as a means of ensuring that the existing plans and directions were consistent with that initial direction.
- **Non-Insured Health Benefits Discussion:** Advisory Council initiated and engaged in a discussion on the Non-Insured Health Benefits (NIHB) program. TFN conducted an in-depth analysis of the NIHB program over the summer, to identify how TFN could better support Members to access secondary health care coverage.
- **Great Blue Heron Way:** Advisory Council reviewed a conceptual proposal on the Great Blue Heron Way, a multi-use pathway connecting communities south of the Fraser River.
- **Draft enforcement guide and legislative proposal on enforcement:** Advisory Council reviewed and commented on a proposal for a new enforcement regime. This proposal was further refined following the discussion and enacted into legislation during the 2012 sitting of the TFN Legislature.
- **T2 – Project overview and timeline:** Advisory Council heard a presentation from Port Metro Vancouver respecting the proposed T2 development, and provided their input and perspective.
- **PMV Habitat Banking Proposal:** Advisory Council reviewed the habitat banking work proposed by Port Metro Vancouver which included removal of logs from the salt marsh.
- **Sports Field:** Advisory Council reviewed plans to develop a sports field on TFN Lands and assisted with facility planning.
- **Flooding Issues:** Advisory Council provided the Lands Department with valuable information regarding flooding issues throughout the winter months which allowed TFN's engineers to more effectively address flooding challenges.
- **PMV Roberts Bank Terminal 2:** Advisory Council heard presentations from Port Metro Vancouver on the proposed T2 project and provided feedback on matters of particular importance to the TFN community.

Legislation

- ***Land Management Amendment Act:*** Advisory Council reviewed this piece of amending legislation, which provides important protections for Tsawwassen Government in respect of potential liability on its land.

- ***Enforcement Technical Amendment Act:*** Advisory Council reviewed and commented on the proposed enforcement legislation, which builds on the draft enforcement guide, and revised TFN's *Laws Enforcement Act* to provide a stable and consistent enforcement regime.
- ***Interpretation Amendment Act:*** Advisory Council reviewed and commented on the proposed *Interpretation Act*, to clarify the date of enactment of certain regulations.
- ***2013-2014 Appropriations Act:*** Advisory Council reviewed and provided feedback to the Legislature on the proposed 2013-2014 budget.

Other Committees and Authorities

Tsawwassen Laws, regulations, and policy establish a number of other bodies that are not formally established in the Tsawwassen Constitution. These include the following:

Consultation Committee

A group of non-members established by policy of the Executive Council. It is made up of leaseholders representing the major leasehold interests on Tsawwassen Lands. They are consulted on issues that significantly and directly impact their interests, including various regulatory structures and TFN's economic development initiatives. The Consultation Committee held 4 meetings – on a quarterly basis – in the reporting period. They discussed issues including an initiative with CMHC to seek mortgage insurance, the slope stability status of Tsawwassen Bluffs, property taxes, heritage sites, insurance requirements for Stahaken properties, TFN's economic development strategy, secondary suite permissions on Tsawwassen Beach, regulations concerning structure height on Tsawwassen Lands, the Integrated Stormwater Management Plan, and the Neighbourhood Concept Plan.

Property Tax Authority

A body required in the Tsawwassen First Nation *Property Taxation Act*, the Authority is made up of members of Executive Council and non-member ratepayers, and is responsible for approving the tax rates and expenditures in respect of residential property taxation in every tax year. It is also responsible for approving residential exemptions and grants. In 2011, the Authority approved the rate of residential property tax, the residential property tax budget, and specific exemptions for non-profit entities operating on Tsawwassen Lands.

Standing Committee on Language and Culture

Established by the Tsawwassen Legislature on the recommendation of the Chief, the Standing Committee is responsible for working with Tsawwassen Members to develop an awareness and understanding of culture and heritage, developing and recommending policies to protect and promote Tsawwassen culture, and other important duties. The Committee was quite active in this fiscal year, providing advice on several files and crafting a Strategic Plan to guide its activities.

Chief Kim Baird, Laura Cassidy, Michele Guerin, Barb Joe, Joe Norris, Terri Splockton, Terry Splockton and Loretta Williams were first appointed to this committee by the Tsawwassen Legislature in 2010. Since the election in September 2012 and due to a few staff changes, the committee had some changes and consists of Chief Bryce Williams, Laura Cassidy, Loretta Williams, Chrystalynn Gurniak, Michele Guerin, Joe Norris, Terri Splockton, and Terry

Splockton. The committee met 6 times between May 2012 and March 2013 and continues to provide cultural advice to the Tsawwassen Government and organization.

Enrolment Committee

Established under the Final Agreement and continuing under the *Membership Act*, the Enrollment Committee is responsible for applying the eligibility criteria, based on the *Act*, for membership in Tsawwassen First Nation. The Enrollment Committee is established and continues to actively managing the growing and vibrant population of Tsawwassen First Nation.

- 10 committee meetings
- approved 14 new TFN Members
- Enrolment Committee Quarterly Report forwarded to Executive Council and revised copy into TFN Community Notice
- Participated in community events

Traditional Territory Boundary Commission

Established under an Act of the same name, the Commission is responsible for advising and assisting in the management of overlap and related issues arising from the Tsawwassen Final Agreement. Though many of the overlap issues have been resolved in relation to the Final Agreement, the Commission continues to be an important resource on these critical and sensitive matters.

Report on Risk Management

As a self-governing First Nation, Tsawwassen must manage its own risks in conjunction with the actions it takes under its own jurisdiction. Though the Crown remains responsible for decisions and actions taken prior to the Effective Date, Tsawwassen must move forward with a strong risk management framework to ensure it continues to manage appropriately. This section sets out areas of risk and steps Tsawwassen took to address these, as identified in the 2012-2013 Service Plan.

How We Managed Risk in 2012-2013

Strategic Risk

In order to minimize Strategic Risk, Tsawwassen took steps to ensure that appropriate due diligence is undertaken in advance of the making of decisions – especially decisions involving the land development. Strong legal and research analysis on major decisions is a general aspect of this category of risk management. Further, the Tsawwassen Legislature passed a law during the fall session of Legislature that, in conjunction with strong risk management practices and comprehensive insurance, will help to limit liability risks to Tsawwassen that could arise from activities on Tsawwassen Lands.

Investment and Borrowing Risk

Over the past year the Tsawwassen Government managed its long-term Investment Risk in partnership with Greystone Financial Management, and within an established risk profile. Tsawwassen continued over the past year to identify low-cost borrowing alternatives, including participation in the First Nations Finance Authority (FNFA) borrowing pool – a federal institution established to provide a low-cost financing option for municipal-type infrastructure. Over the past year, staff continued to work with the FNFA, and the governments of Canada and BC to resolve outstanding issues to permit TFN participation in the pool.

Legislative and Regulatory Risk

Tsawwassen Government manages this risk generally by ensuring that decisions – whether minor or major – are subject to a robust review process involving legal analysis where necessary to ensure compliance with applicable laws and regulations. In addition to the routine risk management, staff initiated a compliance review project, much of which was carried out during the 2012-13 fiscal year. This work involved many meetings with Tsawwassen Staff and a comprehensive review of existing documentation in order to test for compliance with current laws and regulations.

Operational Risk

This refers to the risk of loss from inadequate or failed internal processes, people or systems, or from external factors. This risk is managed, by and large, through institutionalized processes, including monthly reporting, an active Finance and Audit Committee, and the on-going development of a comprehensive human resources plan. We also took steps over the past year to implement an Organizational Efficiency that was built with input from the community, the Legislature, Executive Council and staff. The review recommended several changes,

including to management structures, and we have moved forward by implementing a tiered management structure. We hope this structure will enable us to deliver higher quality services to Members in a more efficient manner. TFN has also been examining how best to ensure we are able to retain and attract qualified staff. In many positions, corporate knowledge is held by few individuals and it is important to ensure that knowledge is retained in the event that individuals move on from the organization. Accordingly, TFN began working on succession planning and began a compensation review.

TFN has been continuing to implement our Document Management Policies and Procedures to ensure that records produced or in the possession of the Tsawwassen Government are accurately tracked, managed, and either disposed of or archived as per policy. Staff have also been updating the 10-year Financial Management Model, which identifies projected costs and revenues over the next 10 years to facilitate TFN's operational planning. This is an important tool, which will assist the Tsawwassen Government in limiting financial risk to TFN.

Reputation Risk

As part of TFN's general reputation risk management strategy, staff work hard to manage both internal and external risks. External risks are managed by striving for a high-degree of transparency, ensuring that all laws and regulations are posted online, and that our *Conflict of Interest Act* (Tsawwassen) is adhered to. Internal risks are managed through extensive communication and consultation with the Membership. In addition to these institutionalized strategies, Executive Council initiated the development of a Communications Strategy to ensure that TFN's external messaging is consistent, and to ensure that TFN is well positioned to respond in the media to inaccurate news reports, which if left unchecked, could harm TFN's strong reputation.

Service Plan Report

The Service Plan Report communicates the actions of each department in the Tsawwassen Administration. It is comprised of individual departmental reports, which compile data and information relating to the goals and activities set out in the 2012-2013 Service Plan. This information is intended to provide Membership with specific information respecting each department's progress towards those goals.

TFN's departments serve a variety of client bases. All departments are responsible for service delivery to Tsawwassen Members. The Lands Department and governance-related departments are also concerned with the delivery of services to leaseholders living on Tsawwassen Lands. Some other departments are also responsible for the provision of social-type services to non-Tsawwassen Members, usually other aboriginal people, as defined in TFN's Fiscal Financing Agreement.

Key terms used in the Report

In order to provide comparability between the Service Plans and the Annual Reports, similar terms are used. The following terms and definitions were provided in the 2011-2012 Service Plan, and are also used throughout:

Department Goals: Each Goal identifies what TFN is trying to achieve through its programs in the next year. They identify the purpose and what TFN government is seeking to accomplish.

Activities: Given the time, money and people available over the year, the Activities identify the most effective ways for a Department to make progress toward its Objectives. They identify how TFN will meet the Objective.

Target: What we want the activities to accomplish.

Performance Indicator: Provides an update on the outcome of the activity and identifies whether intended targets were achieved where one had been identified in the Service Plan.

Finance and Administration

The mandate of the Finance division is to support the day-to-day financial operation and provide sound financial administration of the Tsawwassen Government, through rigorous application of TFN's financial controls and adherence to legislated requirements.

The activities of the division are:

- Develop the annual and 3-year budget in Finance and Audit Committee (FAC);
- Annual audit of TFN financial statements;
- Accounts payable and payroll;
- Contract administration;
- Collection of revenues;
- Tax administration; and
- Maintenance and enforcement of *Financial Administration Act* and regulations, financial policy, and procedures.

The Administration component of this department is responsible for ensuring TFN's staff are supported with technology, meeting and office space, reception support, and other office requirements necessary for an efficient administration.

This division is reporting on five areas of programs and services. The annual reporting of these program and service areas will be shown in the tables below.

- Finance
- Information and Technology
- Administration Support
- Subsidies and Distributions
- Office of the Chief Administrative Officer

Program Area: Finance

Department Goal

Manage Tsawwassen's financial accounts in accordance with its legal standards and obligations and achieve an unqualified audit for the 2012/2013 fiscal year.

What We Did This Year	What Was The Target	How We Performed
Maintain and improve internal and external financial reporting to ensure timely year-end audit	**TARGET 1** Achieve an unqualified Audit 2012-2013	**PERFORMANCE INDICATOR: COMPLETE** Meeting the requirements of the *Financial Administration Act.* Under Order 013-2013 Executive Council appointed Deloitte & Touche to act as the auditor for TFN. The audit was not started until the end of the fiscal year. However, since the completion of this report a successful audit was completed. A copy of the audit can be found on a CD at the end of this document.
	TARGET 2 Comply with the monthly, quarterly, annual reporting requirements as stated in the Fiscal Financing Agreement (FFA)	**PERFORMANCE INDICATOR: COMPLETE** Monthly financial statements were sent to Managers for review of accuracy and compliance to budget.
Update 10 year Financial Plan to reflect the 2012-2013 budget	**TARGET 3** Update the 10 year Financial Plan	**PERFORMANCE INDICATOR: COMPLETE** The 10 year Financial Plan was Updated before the end of the 2nd quarter to reflect the 2013-2013 *Appropriations Act.* The Plan was given to the Finance and Audit Committee (FAC) for their budget review meetings.

Program Area: Information Technology (IT)

Manage the information technology of the government which includes the network, servers and computers for all TFN staff and provide Tsawwassen Government employees with prompt, cost effective IT services, equipment and support.

Department Goals

This department has two goals:

1. Control costs associated with IT contracts; and
2. Ensure staff productivity is not limited by IT equipment service issues.

What We Did This Year	What Was The Target	How We Performed
Actively work with IT service provider to respond to all IT related issues in a timely fashion.	**TARGET 1** No cost overruns	**PERFORMANCE INDICATOR: COMPLETE** Inventoried equipment with date of purchase and life expectancy and then created replacement plan to replace equipment in a pre-emptive manner rather than reactive. Equipment purchased as planned in the budget.
	TARGET 2 Fewer than 3 service days lost to service interruptions	**PERFORMANCE INDICATOR: COMPLETE** Staff continue to work with technical support company on preventative maintenance as well as service response times.

Program Area: Administrative Support

Deliver exceptional, high level of service to all of TFN's clients at point of entry to TFN Administration Offices

Department Goals

Provide first point of contact for Members and other clients in their dealings with the Tsawwassen Government in an efficient and effective manner with client service being a top priority.

What We Did This Year	What Was The Target	How We Performed
Research and upgrade printer/photocopy equipment	**n/a**	**PERFORMANCE INDICATOR: COMPLETE** Printer/photocopier was upgraded with improved functionality which result in cost savings for TFN publications because more print jobs are completed internally instead of being send out to a external printing company.
Undertake quarterly surveys to ensure high level of service	**TARGET 1** No complaints received, but ensure that any complaints on administration staff performance are resolved in a timely fashion.	**PERFORMANCE INDICATOR: INCOMPLETE** # of Complaints and resolution of complaints ▪ One survey completed before 2nd quarter. Not enough data to determine outcome. TFN Member hired as a receptionist.

Program Area: Subsidies and Distributions

The Subsidies and Distributions programs represent only direct financial benefits provided to Members, and do not include benefits from accessing TFN programs and services or from other directed financial benefits provided under other departments (e.g. Education).

Department Goals

Manage and deliver direct Treaty benefits, grants and distributions in accordance with TFN policy.

What We Did This Year	How We Performed
Elder Benefit	**PERFORMANCE INDICATOR: COMPLETE** 2 Members turned 60 between Apr 01 2012 and Mar 31 2013 and the benefit was issued in accordance with policy. Processes and procedures working effectively and efficiently.
Christmas Distribution	**PERFORMANCE INDICATOR: COMPLETE** Mailout send to Members advising of minor trust fund and distribution date. US members received cheques in US funds.
Home Insurance Subsidy	**PERFORMANCE INDICATOR: COMPLETE** Subsidy was issued in accordance with policy.
Funeral Benefit	**PERFORMANCE INDICATOR: COMPLETE** Policy changed to increase support amount. Benefit was issued in accordance with policy.
Community Food Fish	**PERFORMANCE INDICATOR: COMPLETE** This year 3,141 food fish were distributed. The fish were fresh and cold as the distribution was efficient. 14 of the fishermen/women were compensated for the fish that they contributed to the community distribution of food fish. 100 went the Elders and 267 went to the community supply.
Elders Housing	**PERFORMANCE INDICATOR: COMPLETE** Subsidy was issued in accordance with policy.
Administrative Costs	**n/a**

Program Area: Office of the CAO

Ensure that the Tsawwassen Government is an effective, efficient organization that delivers high quality programs and services to its Members. The Chief Administrative Officer (CAO) reports directly to the Chief and is responsible to Executive Council.

Department Goals

Provide sound management and oversight of the Tsawwassen Administration and help guide the Administration to deliver on the Community Vision in an effective manner.

What We Did This Year	How We Performed
Hold regular management meetings with senior staff to ensure co-ordination of departments	**PERFORMANCE INDICATOR** Weekly meetings held with Directors. Managers meetings held bi-weekly.
Respond to Member concerns and appeals, delegating to staff where appropriate	**PERFORMANCE INDICATOR** 'Open-door' policy ensures that Members are able to approach CAO with any issues that may exist. Regularly provided information to Members, communicated administrative decisions, or clarified decisions where they were appropriate.
Providing strategic advice to Executive Council and ensuring that decisions of Executive Council are implemented by Staff	**PERFORMANCE INDICATOR** Executive Council meets weekly at which they are provided with reports. Executive Council decisions are communicated to staff on the day of the Executive Council meeting. Also ensured transition of governments in September 2012 and April 2013 was undertaken with appropriate briefing materials prepared. Held visioning and training sessions for new Executive Council and Legislature.
Working with the department of Finance and the Finance and Audit Committee to ensure passage of the budget in accordance with legislation	**PERFORMANCE INDICATOR** Meetings are scheduled as per *Financial Administration Act*. All meetings were held consistent with legislation, and TFN met reporting standards set out in Tsawwassen Laws.
Providing communication support on strategic initiatives and working as media point person for the TFN Administration	**PERFORMANCE INDICATOR** Managed several important communication items, including TFN election and forthcoming appeal of TFN election, as well as other negative events in spring 2013. Was also media point person on calls regarding TFN developments and partnered with developers to ensure smooth communications with local government.

What We Did This Year	How We Performed
Serving as the strategic lead on infrastructure development and providing support on land regulatory frameworks to ensure support of land lease and economic development initiatives.	**PERFORMANCE INDICATOR** Involved in negotiations with several provincial Ministries on various projects related to Tsawwassen development, including engaging on road improvements with the Ministry of Transportation and engaging on sanitary improvements with Metro Vancouver and Community, Sport and Cultural Development. Continued to lead on regulatory approvals process with major commercial and industrial projects; directed communications respecting off-site levies and subdivision developments.
Supervise all TFN, ensuring the accountability of the operations of Tsawwassen government, including the activities of management, and overseeing and administering contracts and agreements on behalf of TFN, delegating to staff where necessary.	**PERFORMANCE INDICATOR** Managed several ongoing organizational initiatives designed to stabilize and ensure the ongoing excellence of TFN's workforce, including a comprehensive review of pay scales, as well as an organizational efficiency review.

Human Resources

The Human Resources (HR) department serves a dual function within the organization, providing advice and support to both individual employees and to the government in respect of employment related matters, as well as working with Members to coordinate employment opportunities.

The Human Resources Department is reporting on eleven areas of programs and services. The annual reporting of these programs and service area are shown in the tables below:

- Succession Planning
- Performance Management
- Compensation Structure
- Employment of Members
- Recruitment and Selection
- Change Management
- Employee Relations
- Training and Development
- Occupational Health and Safety
- Worker's Compensation Board (WCB) Case Management
- Return to Work Program

Note: *HR also managed Health and Social Services (with the exception of MCFD cases) from mid-March to August during the H&SS Manager's unexpected medical leave and subsequent recruitment period until the Community Services Director was hired.*

Program Area: Succession Planning

Ensure that TFN has a long-term plan to ensure smooth transition as staff retire or move on by having personnel trained up and ready to move into key positions.

Department Goals

Develop and implement effective Succession Plan to ensure key positions can be staffed.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Identify key positions - Identify opportunities and candidates - Develop attrition report - Analyze demographics (internal/external) - Source or groom candidates/staff for key positions - Assist in providing mentorship/training	**TARGET** Development of Succession Plan by March 31, 2013.	**PERFORMANCE INDICATORS: IN PROGRESS, SUBSTANTIALLY COMPLETE** - Key positions identified - Candidates identified - Attrition report prepared - Internal demographic analysis done - Plan in place to source for highly specialized or very senior position; plan in place to provide development for staff Working with Directors and Managers to assist with mentorship and training opportunities for staff.

Program Area: Performance Management

The development of a process that creates a work environment that enables staff to perform to the best of their abilities, which includes clear job descriptions, performance expectations, outcomes and measures, training, coaching and reviews.

Department Goals

Ensure that TFN has a performance management system that is in line with best practices and is effective at ensuring staff are performing at expected levels.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Review current policy, system, and practices to assess effectiveness and compliance with best practices. Further reviews conducted. - Recommend and implement changes to system, policy and practice to improve effectiveness and ensure compliance with policy and best practices. Policy revision will be made once details are confirmed - Arrange/conduct workshops for managers on performance management to ensure understanding and consistent application Workshop to be conducted in June 2013 - Ensure performance management is linked to training, development and succession planning. Human Resource Programs are inter-connected and linked to each other - Provide advice, guidance, and support to managers on performance issues to ensure fair treatment, consistent application, and compliance. Continuing to provide advice, guidance, and support to managers - Evaluate to assess effectiveness of revised performance management program. Will be conducted once new program is up and running.	**TARGET 1** Review of existing employee performance management system and draft of new one completed by Dec 31, 2012.	**PERFORMANCE INDICATOR: COMPLETE** Existing employee performance management system reviewed. Draft of new one will incorporate information from the Job Classification and Compensation System Review. Awaiting results of Job Classification and Compensation System Review to incorporate pertinent information into the Performance Management program as appropriate.
	TARGET 2 Ensure that managers have been appropriately trained to use the new system by March 31, 2013.	**PERFORMANCE INDICATOR: INCOMPLETE** Project not at the point to train managers.

Program Area: Compensation Structure

Ensure that the compensation structure is fair, applied consistently and is aligned with TFN's compensation philosophy.

Department Goals

Implement compensation structure that is fair, competitive and aligned with philosophy.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Review current structure, philosophy, competitiveness to gain better understanding. Review completed; final report to be presented - Recommend and implement alternate assignment pay structure for "acting" assignments to ensure employees performing higher level jobs are compensated appropriately. Final report includes recommendation for new pay structure and alternate/acting pay - Conduct survey (external) or purchase survey data to collect market data. Data collected - Analyze data to assess competitiveness in market. Data analyzed - Recommend adjustments and assist in communicating changes. Recommendations to be presented to Executive Council - Adjust pay structure if necessary. Pending Executive Council decision.	**TARGET 1** Draft Compensation Structure report complete by December 31, 2012.	**PERFORMANCE INDICATOR: COMPLETE** The Castlemain Group was commissioned through a Request for Proposal process to conduct Job Classification and Compensation System Review. Project is underway with Consultants from The Castlemain Group. First draft of report was due December 2012.
	TARGET 2 Implement compensation structure by March 31, 2013.	**PERFORMANCE INDICATOR: INCOMPLETE** First three phases of the project are complete; final phase will begin in June. Presentation to Executive Council is scheduled for early June 2013.

Program Area: Employment of Members

Identify and coordinate employment opportunities for TFN Members.

Department Goals

All Members who are employable are able to find meaningful employment as opportunities arise under IBAs, Member benefit agreements, etc.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Connect with contractors to ensure opportunities are being made available to TFN Members under IBAs. Met with contractors to review employment opportunities for Members and reiterated that our Members are more interested in full time employment. - Create and maintain a list of Members seeking employment to facilitate access to employment. Continually updating list of Members seeking employment. - Liaise with contractors and Members to coordinate interviews and hiring of Members. Continued to coordinate placement of qualified Members with individual contractors. - Liaise with Members and FNES (First Nation Employment Society) to identify skills needed and coordinate training. Continued to provide support in this area. - Conduct learning sessions for Members (i.e. behavioral interviews) to increase their chances of being successful in selection process. Have provided one-on-one customized service to individual Members. - Assist Members in accessing programs to help develop effective resumes and cover letters. Working with external service providers and business partners to deliver on-site workshops for Members.	**TARGET 1** 4 workshops	**PERFORMANCE INDICATOR: IN PROGRESS** Ongoing – several Members were placed in employment opportunities. Conducted one-on-one sessions with Members to provide individualized assistance with resumes, interview preparation and techniques, job search, etc to enhance Members chances of obtaining employment. Continued to provide customized one-on-one sessions with Members for resume and interview preparation. This approach is better suited and more effective for TFN Members.
	TARGET 2 70% Employment Rate (in line with that of Delta) for Members	**PERFORMANCE INDICATOR: IN PROGRESS** Several one-on-one sessions with Members for individualized service delivery. Met with Members individually to gather information and prepare and customize resumes for job opportunities. Prepared 7 resumes.

Program Area: Recruitment and Selection

Process of attracting and creating a talent pool for TFN

Department Goals

To provide recruitment and selection strategies and procedures that are compliant with applicable laws, employment standards, TFN policies, and best practices.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Review and revise existing policies and practices to ensure consistency in application. Human Resources Policy was revised and changes communicated to staff with respect to the sections of the policy that were amended: Recruitment, Selection and Appointments; Overtime; Group Insurance; Paid Holidays which now includes Family Day. ▪ Design and implement effective strategies and procedures. ▪ Develop programs to attract, recruit, select and retain qualified employees. Continuing to offer and conduct Exit Interviews with departing staff to collect information that will assist in making TFN a better place to work and the Employer of Choice. ▪ Determine appropriate advertising media and recruitment methods. Streamlined advertising has been very effective. ▪ Place ads in appropriate media (print and online). Targeted Ads have generated good response to postings. ▪ Conduct reference checks and Criminal Record searches where appropriate. Continuing to conduct reference checks on short-listed candidates, and Criminal Record Searches as appropriate.	**TARGET 1** Creation of a talent pool	**PERFORMANCE INDICATOR: COMPLETE** The following positions were filled in this quarter: Planning and Development Manager, Health and Social Services Supervisor, Youth Worker (2), Home and Community Care Nurse (on contract), Temporary Receptionist, and extension of contracts for Counsellors.
	TARGET 2 Develop recruitment and selection strategy and procedures by September 2012	**PERFORMANCE INDICATOR: COMPLETE** Strategy developed.
	TARGET 3 Implement recruitment and selection strategies by February 2013	**PERFORMANCE INDICATOR: COMPLETE** Strategy implemented.

Program Area: Change Management

Management of organizational changes

Department Goals

To facilitate change and smooth and effective transition management

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Build Change Management Strategy. Strategy to include communication and staff engagement. Staff meeting(s) to communicate change has been effective and engaging - Determine the need for change, who will be impacted and how. Ensured staff are made aware of changes that impact them - Develop Change Management Plan. Timely communication of changes. Recent changes have been communicated in a more timely manner - Develop communication strategy. Managers and Directors are the primary communicators with their staff; working towards more open communication and transparency - Assess risks and address concerns - Conduct workshops and communication meetings. Workshop in October to improve communication. Arranged follow-up one-on-one meetings with TFN participants and Consultant to ensure all voices including absent voices were heard as well. Liaised with Employee and Family	**TARGET** Completion of Change Management Plan and Strategy	**PERFORMANCE INDICATOR: IN PROGRESS** Ongoing - including support to staff during multiple levels of change both in the workplace and political/leadership change. Encouraged staff to utilize the professional services of TFN's Employee and Family Assistance provider. Better communication of recent changes in a more timely manner has helped manage transition.

Program Area: Employee Relations

Advise CAO and managers on employee relations to ensure successful resolution of issues as they arise, and to reduce future incidents

Department Goals

Ensure that the workplace is healthy and respectful, and TFN is protected from labour relations issues

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Give sound Human Resources advice to managers to ensure consistent application of policies, procedures, and best practices, and fair treatment of staff. Continued to provide sound advice to managers. ▪ Handle/manage disputes effectively to resolve issues and reduce future incidents. Handled issues as they arose. ▪ Handle/manage terminations fairly and effectively to limit TFN's exposure. Managed termination situation effectively for long-term staff. Ensured staff was treated fairly and with respect. No issues arose from it. ▪ Arrange and/or conduct workshops to enhance understanding of issues and appropriate courses of action. Understanding Lateral Violence and Restoring Relationships workshop held in October. One-on-one discussions with Managers/Directors to enhance understanding and obligations.	**TARGET** 100% of disputes resolved without need for mediation	**PERFORMANCE INDICATOR: IN PROGRESS** Ongoing advice and support to CAO and Managers. Provided individual support to staff. Continued to provide advice and support to Senior Leadership Team, and individual support to staff with various employee relations issues. Assisted Managers in resolving conflicts within their departments.

Program Area: Training and Development

Building employee capacity to meet performance objectives and professional development

Department Goals

Identify, source, develop, and deliver training programs for managers and staff to increase self-sufficiency and effectiveness

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Conduct Needs Analysis to determine training and development needs of management and staff. ▪ Identify Knowledge, Skills and Ability (KSA) gaps to ensure training is designed to close those gaps. Conducted on an individual basis for staff. ▪ Develop or source appropriate training to meet immediate or high priority needs. ▪ Liaise with external service providers to arrange KSA training that is appropriate. Liaised with Indigena to provide computer training for staff. ▪ Assist in professional development of management and staff to ensure continuous learning and skills upgrade. ▪ Develop a training plan/strategy. Pending outcome of Job Classification Review.	**TARGET** Implement training plan and strategy by March 31, 2012	**PERFORMANCE INDICATOR: IN PROGRESS** Understanding Lateral Violence and Restoring Relationships Workshop for all Managers conducted in October, 2012. Follow-up meetings arranged for December 17, 2012. Next steps may include workshop for staff. Due Diligence Training for Managers/Supervisors and new Executive Council through Employers Advisers Office. Reviewed assessment and recommendations with CAO for future direction. Health and Safety training for members of Safety Committee; First Aid training for staff interested in becoming Level II First Aid Attendant. Three staff obtained certification.

Program Area: Occupational Health and Safety (OH&S)

Workplace Safety and Health

Department Goals

Implement and Maintain effective OH&S Program that eliminates all avoidable workplace incidents

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Arrange workshops for awareness and understanding of obligations and requirements. Due Diligence Workshops. Workshops conducted through Employer's Advisers Office. ▪ Implement Occupational Health and Safety program and Joint Health and Safety Committee. Committee is in place. ▪ Arrange and coordinate training for committee members. FAA Level II arranged; Incident Investigation workshop arranged and completed. ▪ Handle WorkSafe BC Orders to ensure compliance. No orders to date. ▪ Assist with Safety Inspections and Incident Investigations to ensure proper procedures are followed. Conducted Incident Investigations following minor injuries.	**TARGET** Zero workplace incidents	**PERFORMANCE INDICATOR: IN PROGRESS** OH&S Program in place and regular meetings being conducted. Focused more on providing much needed training for Committee members and Managers/Supervisors for awareness and better understanding of their respective roles and responsibilities. Two minor incidents were recorded and addressed.

Program Area: Worker's Compensation Board (WCB) Case Management

Manage all WCB related cases for TFN

Department Goals

Effective case management of workplace injuries

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Assist Managers and Supervisors in completing reports to ensure incidents are reported within time limits. Reports have been completed and submitted within timelines. Completed and submitted reports within timelines and conducted follow-up with WorkSafe BC and staff. - Implement procedures to ensure proper documentation is in place. Procedures and proper documentation are in place. Confidentiality of information is maintained. - Appeal cases as necessary to limit TFN's liability. There were no cases. - Liaise with WorkSafe BC on individual cases to ensure. Continued to liaise with WorkSafe BC on case files TFN is kept apprised of employees' progress. - Monitor gradual return to work and modified duties to ensure program is effective. Completed in timely manner. Continuing to assess on a case by case basis.	**TARGET** Zero WCB Claims	**PERFORMANCE INDICATOR: IN PROGRESS** Managed 4 WCB related cases for TFN and effectively managed return to work of staff following injury.

Program Area: Return to Work Program

Integration of workers returning to work

Department Goals

Develop effective Return to Work Program(s) to ensure employees returning from serious illness/injury are integrated in the workplace effectively and without undue hardship to TFN

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Review policy and make recommendations to ensure obligations are met and to limit TFN's exposure. Reviewed policy and made recommendation to Management for First Aid Station. ▪ Develop Program in consultation with management and Executive Council to ensure operational needs will be met without undue hardship to TFN. To date no injury/illness cases required accommodation; returning staff met full job requirements and has been returned to the position she previously held. ▪ Ensure early intervention and proper documentation to increase chances of success in preventing long term leave. Ensured proper documentation in place for staff on medical leave. ▪ Liaise with medical practitioners as necessary to obtain proper prognosis and medical clearance for return to work. Ensured proper prognosis and medical clearance was obtained; liaised with medical practitioners as needed. ▪ Monitor progress of individual programs to evaluate effectiveness. Conducted follow-up with Manager and employee to monitor progress.	**TARGET** Performance evaluation of returning staff . Staff returning from leave meet performance expectations within 6 months following return	**PERFORMANCE INDICATOR: IN PROGRESS** Staff returned to modified duties a day after injury and then to full duties within the week. Successful return to work full time, full duties. Staff successfully returned to work full time in her own job after long term disability without any undue hardship to TFN.

Public Services

This new division is responsible for the following individual programs and departments:

- Regulatory Enforcement (which was formerly in Lands)
- Former Legal Department programs:
  - Territory Management
    - Specific Claims
    - Shared Territories
    - Referrals
  - Prosecutor Operations
  - Judicial Council
- Government Services
- Policy and Intergovernmental Affairs (PIGA)
- Natural Resources

Note: *As a result of the Organizational Efficiency Review the Enforcement program was transferred from Lands to Public Services in July 2012.*

Note: *The Legal Services department has been wound down. Programs and services offered under this department have either been reallocated to other departments or will no longer be offered. Budget amendments may be required to reallocate funds and any amendments made will be reported to the Legislature and the Community in accordance with Tsawwassen Law.*

Program Area: Enforcement

Enforcement services of TFN regulations, similar to municipal-type bylaw enforcement.

Department Goals

Hire enforcement officer to coordinate overall TFN enforcement of laws and regulations

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Involve TFN leaseholders to identify infractions - 3 infractions investigated/compliance obtained - Develop template-based letter and follow-up enforcement actions based on legal/lands coordinated direction	n/a	**PERFORMANCE INDICATOR: SUBSTANIALLY COMPLETE** - developed job description - conducted successful hiring process - procured equipment necessary, including uniform, vehicle, and equipment - provided orientation to enforcement officer - developed regulations to support the role of enforcement officer, including consolidating and organizing TFN ticket process - developed and launched communications process, including information booklet - interacted with federal, provincial and municipal partners on program development

Budget amendments were required to reallocate funds and an amendment made which was reported to the Legislature and the Community in accordance with Tsawwassen Law.

Program Area: Specific Claims

Research, consider, and if desired, pursue specific claims of sufficient meaning and value to TFN.

Department Goals

Bring remaining specific claims to resolution, identify future claims worth pursuing

What We Did This Year	What Was The Target	How We Performed
Work with outside counsel on ongoing specific claim files, update Executive Council, make recommendations and implement same	n/a	**PERFORMANCE INDICATOR: IN PROGRESS** TFN continued to monitor future possible specific claim areas and make recommendations to Executive Council of possible claims. TFN continued to pursue research and prepare a submission for the English Bluff Specific Claim, due in April 2013.

Program Area: Shared Territory

TFN's traditional territory overlaps with many other First Nations. This area ensures that TFN is aware and manages other claims and concerns overlapping First Nations bring forward to TFN or other bodies

Department Goals

Ensure all shared territory issues affecting TFN are resolved to ensure no or little adverse impact on TFN or the Final Agreement

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Monitor shared territory files, court actions, Environmental Assessments of other First Nations • TFN continued to track environment assessments of other FN project proposals ▪ Liaise with First Nations, negotiate or litigate where required • TFN continued to liaise with Vancouver Island First Nations over gathering areas. ▪ Update and advise on Traditional Territory Boundary Commission; seek and implement recommendations from the same ▪ Attend meetings with First Nations on or off Tsawwassen Lands • No meetings regarding Shared Territories held in the time period	**TARGET** Zero shared territory issues requiring mediation/dispute resolution	**PERFORMANCE INDICATOR: IN PROGRESS** TFN continued to engage with coastal First Nations in discussions around fisheries and gathering areas. No additional shared territory agreements or protocols signed.

Program Area: Referrals

Receive, analyse, and process regular requests for consideration of development proposals in TFN's traditional territory.

Department Goals

Protect TFN's interest in its traditional territory.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Receive instructions from Chief Administrative Officer to act on and resolve legal issues ▪ Manage referrals, excluding archaeology and heritage files	n/a	**PERFORMANCE INDICATOR: IN PROGRESS** ▪ TFN continued to engage LGL Consulting to undertake expert review of technical information produced by project proponents. ▪ TFN brought information to Natural Resources Committee for advice – particularly in respect of impact on fishing habitat. ▪ TFN engaged with several major referral projects, including: · Deltaport Road and Rail Improvement Plan · Proposed Terminal 2 · Lehigh Hanson concrete aggregates terminal · Vancouver Airport Fuel Delivery Project · Port Mann/Hwy 1 ▪ In this respect, TFN examined their research and provided advice on any number of items in respect of environmental health and safety.

Program Area: Prosecutor Operations

Department Goals

Maintain operation of TFN prosecutor, ensure he/she represents TFN interests within court systems

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Maintain regular contact with TFN Prosecutor re ongoing operations, provide input where appropriate ▪ Pay fees and expenses of Prosecutor	n/a	**PERFORMANCE INDICATOR: IN PROGRESS** ▪ TFN ran process to replace Bonnie Craig, TFN prosecutor, who was appointed to be a provincial judge. ▪ TFN hired White Raven Law to solicit applications. ▪ TFN reviewed recommendations of White Raven Law and conducted several interviews. ▪ TFN hired Debra Carpentier as TFN prosecutor.

Debra Carpentier has been a lawyer since 1983 and has practiced law in a variety of areas. She currently is specializing in Adult and Youth Criminal Defence and Ad Hoc Prosecutions.

She also contracts for Criminal Duty Counsel at Vancouver Youth Court and Adult Court, Downtown Community Court and Night court as well as Williams Lake Duty Counsel. Duty Counsel contracts have included family law advice at the Provincial Court level and practice at the Vancouver Drug Treatment Court.

Program Area: Judicial Council Support

The Judicial Council consists of mostly external advisors. Supporting them means ensuring the information, forms, and communication networks are in place to distribute information, organize, and manage process effectively.

Department Goals

The Judicial Council is able to operate effectively and efficiently when required

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Monitor expiry of existing appointments - Determine if Executive Council wishes to re-appoint existing Judicial Council members, if so, carry out instructions - Search out possible appointees and make recommendations respecting possible appointees - Pay fees and expenses of Judicial Council appointees; print materials	**TARGET** Respond to and process requests within legislative timelines.	**PERFORMANCE INDICATOR: IN PROGRESS** The Judicial Council responded to two appeals to the 2012 election. The Council took submissions from appellants, and provided an opportunity for submissions from those involved with the election. The Judicial Council held a public hearing on November 24th, and issued a reasoned decision on December 11th, 2012. The full text of that decision is publicly available. As a result of that decision, a subsequent General Election was held on April 10th, 2013.

Government Services

The core function of the Government Services is to serve the Tsawwassen Government by providing them with the means, mechanisms, and information to make sound decisions. To that end, Government Services works to ensure the efficient operation of the Tsawwassen Government in the best interests of the Members - in adherence with the Tsawwassen Constitution, the Treaty and with consideration of TFN's cultural traditions.

The Government Services Department is reporting on six areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables below:

- Institutional Support
- Records and Enrolment
- Communication
- Events
- Implementation and Compliance
- Service Planning and Capacity Development

Program Area: Institutional Support

Support the day to day operations of the elected and appointed bodies of the Tsawwassen government, incorporating language and culture where ever possible

Department Goals

- Provide an environment where elected and appointed officials feel safe to conduct healthy debate
- Provide information and procedures to elected and appointed officials in an efficient manner
- Conduct the 2012 General Election in accordance with Legislation

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Plan, manage, and deliver on a regular basis Executive Council Meetings - Plan, manage and deliver Legislative sessions - Provide institutional support to the E&E Committee. Developed revisions to Eligibility and Enrolment Policy, procedures and application (yet to be approved) - Provide administrative support to the office of the CAO - Provide support and implement the SCLC (Standing Committee on Language and Culture) by using the Cultural Coordination Committee	**TARGET 1** All Legislative Sessions called are run in accordance to legal standards	**PERFORMANCE INDICATOR: COMPLETE** Two sessions were called and conducted in the Fall 2012 and the Spring 2013 in accordance with the legal standards. Summaries of those sessions can be found in the Governing Institutions Report of this document.
	TARGET 2 No appeals (if any) of General Election upheld	**PERFORMANCE INDICATOR: INCOMPLETE** 2 Appeals to General Election 2012 heard by the Judicial Council. One was upheld.

Program Area: Records and Information Management

Maintain and manage TFNs records in accordance with Tsawwassen Law

Department Goals

- Maintain all aspects of the Tsawwassen Enrolment Registry and the Indian Registry; and
- To promote awareness and understanding of, and commitment to, records and information management by all TFN staff

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Maintain and organize Enrolment data in accordance with Tsawwassen Law
- Members Services (Enrolment, Status Cards, etc)
  - Administrative support for 10 Enrolment Committee meetings
  - Process 14 new TFN Members applications
  - Issued 74 CIS cards
  - Processed 5 Births, 3 Marriages, and 3 Name Amendments
  - Assisted 3 TFN Members in obtaining Indian Status thru Bill C-3, (total of 36 Members)
  - Prepared Enrolment Committee Quarterly Reports
- Implement Tsawwassen Records and Information Management (TRIMs) policy and procedure manual ensuring TFN manages its records and information in accordance with best practices
  - coordinated transfer of 200 boxes of records from former Treaty trailer to offsite storage
- Deliver 'How records and information management policy operates' training session(s) to staff
- Corporate Records Management
	TARGET 1
	Respond to Access to Information (ATI) Requests that involve the records and information management team within 45 days (Legislated timelines)
		PERFORMANCE INDICATOR: COMPLETE
		Responded to 3 Access to Information Requests – partially disclosed documents provided within deadline.

	TARGET 2 Accurate and current records	**PERFORMANCE INDICATOR: IN PROGRESS** Completed YCW (Youth Canada Works) summer internship where the student reviewed, created descriptions and classifications for Treaty Negotiation files (continuation of internship project that began in summer 2011). Developed guidelines for managing records of outgoing elected officials (policy development underway).
	TARGET 3 3 out 10 of departments fully implemented the TRIMs classification scheme	**PERFORMANCE INDICATOR: IN PROGRESS** Implementation underway in, PIGA (80% complete), Lands (30% complete), Chief's Office (40% complete), Natural Resources (30% complete) and review and classification of former Legal Department records underway (50% as of Dec)

Program Area: Communication

Provide both the internal Member community, and the external non-Member community with relevant and timely information respecting TFN's operation

Department Goals

Create informative and reader friendly communication tools that reach a wide Member-audience

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Bi-yearly newsletter
  - Newsletter drafted, designed and mailed to Members
- Social Media
- Consistent messaging; speaking engagements
  - TFN staff provided presentations to South Park Elementary, Kwantlen Polytechnic University, Delta Museum and Archives and PROBUS of South Delta. TFN also hosted students from Delta schools in our Longhouse; staff made a presentation to them regarding TFN traditional Territory.
  - TFN Hosted a delegation from the Uculuet First Nation, and participated in the Elder's Gathering.
  - TFN made a presentation to the Boothroyd, Skuppah and Chawathil First Nations, and to the Planning Institute of British Columbia.
- TFN hosted students from the Delta School District for a second time at the Longhouse; the topic of the second presentation was law development. Finally, staff made a second presentation to students at Kwantlen Polytechnic University, regarding environmental ethics.
- Videos
  - NAD video only video done this year
	TARGET 1: INCOMPLETE
	Launch of social media
		PERFORMANCE INDICATOR: IN COMPLETE
		Developed new Social Media Policy (approval pending). Waiting for new website to launch.

	TARGET 2: IN COMPLETE Launch of redesigned website	**PERFORMANCE INDICATOR: IN PROGRESS** Contractor engaged for redesign; drafted template for new look.

What We Did This Year	What Was The Target	How We Performed
Website • several planning meetings; collaborated and shared resources with TEDC • website redesign; preliminary design advancing, moving to gather content Community Newsletter • The Community Notice is published and delivered in print and email , every Thursday		

Program Area: Events

Deliver high quality events, whether celebratory or required by legislation

Department Goals

- Organize and deliver the AGM in accordance with Legislation
- Organize and deliver community events that promote community participation and pride
- Organize and deliver highly informative consultation events/meetings

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Treaty Day
  • Judicial appointments were made
  • Dinner was a success with a great turnout
- National Aboriginal Day
  • Winners for "Iron Chef"
  – 1st – Corbin Jacobs and Cree Fevang
  – 2nd – Janet Hearl
  – 3rd – Jessica Jacobs
  – 4th – Trinna Walsh
  • Numerous Bingo Winners – thank you to all the participates who raised $73 for the Youth Centre.
  • The Delta Police provide entire BBQ lunch and cooked as as well.
  • Natural Resource provided, cooked and cleaned crab for event.
  • Event sponsors included: Delta Police, TFN Economic Development Corporation, Metro Vancouver, Urban Impact.
  • Youth won the TEDC Annual Hockey trophy!
- Program and Services Fair - No event hosted; Members' Gathering was hosted instead.
	TARGET 1
	60-80 Members at AGM
		PERFORMANCE INDICATOR: IN PROGRESS
		60 Tsawwassen Members attended the AGM.

	TARGET 2 Completion of Annual report in accordance with Legislation	**PERFORMANCE INDICATOR: COMPLETE** 2011-2012 Annual Report was issued at the AGM and a copy mailed to all Members who were not in attendance. A electronic copy of the Audit was included in the Annual Report. The report was also posted on the TFN website.
	TARGET 3 Program and Services Fair	**PERFORMANCE INDICATOR: INCOMPLETE** Did not happen this year; Members' Gathering was hosted instead, which was a huge success.

What We Did This Year	What Was The Target	How We Performed
■ Youth AGM - No event hosted; Members' Gathering was hosted instead. ■ AGM • Annual report update was provided as per Legislation; Legislative Swearing In along with Advisory Council and Natural Resources Advisory Committee elections. • Visioning exercise for renewal of 5 yr Strategic Plan conducted. • Post AGM mailout done in January 2013. ■ Consultation Initiatives • Members' Gathering was hosted to address several major consultation initiatives: – Waste to Energy – Agricultural Strategy – Quality of Life Survey – 5 year strategic Plan visioning – Income Assistance Policy Revision – Treaty Dividends Options – Industrial and Commercial Lands Updates • The Gathering was great success and enjoyed by all Members in attendance. • Post event Mailout done in February 2013. ■ Host Other Nations/governments (information sharing) • Komoks First Nation • Ucluelet First Nation • In-SHUCK-ch Nation • Sliammon First Nation ■ Attend other First Nation celebrations (signing protocols agreements, etc.).		

Program Area: Implementation and Compliance

Work with tri-partite Implementation Committee to ensure that the Treaty obligations of the various parties are met and, to facilitate the resolution of implementation issues as they arise

Department Goals

Support treaty implementation and test treaty obligation compliance

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Participated in and provided institutional support to the tri-partite Treaty Implementation Committee (iC):
  • Had 2 formal meetings with IC
  • Had a few Annual Report planning meetings; Completed 2010-2011 Annual Report
  • Working on specific implementation issues surrounding outstanding ED items, Natural resource and Bill C3
- Work with BC and Canada in respect of Treaty Obligations
  • Assisted BC with the development of a map of TFN territory, highlighting place names.
- Implement the review process to test the government's performance against its list of obligations
- Implementation work plan meetings
- Informal team meetings conducted; GS work plans developed
	TARGET 1: IN PROGRESS
	Tripartite Annual Report
		PERFORMANCE INDICATOR: IN PROGRESS
		Report not completed during this fiscal year due to editing and translation issues from the other parties.

	TARGET 2: INCOMPLETE Implement obligation compliance review process	**PERFORMANCE INDICATOR: INCOMPLETE** Other operating priorities required staff time that took away from this project.

Program Area: Service Planning and Capacity Development

Provide opportunities for elected officials and staff to participate in planning and capacity building initiatives

Department Goals

- Organize and conduct budget and service planning workshops for elected officials and management
- Provide training opportunities that will provide staff with the tools enhance job performance

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Build Leadership capacity in elected officials and solicit their input to inform TFN programming
  - Visioning workshops for Executive Council occurred in September for Legislative Assembly in October
  - Legislators Workshop for Treaty Dividend Options.
- Service Plan Workshop
  - Service Plan workshop conducted in October; developed the basis of the programming and costing;
  - Budgets complete and presented to FAC (Finance and Audit Committee);
  - Service plan draft ready for Spring approvals
- Participation in governance/industry workshops and conferences
- Building Government Services staff capacity
- EC/LA Orientation Workshop/Oath Ceremony
  - Orientation occurred all throughout September after Election
  - Oaths occurred at AGM
- Computer Lab
  - Staff developed a layout for the computer lab.
  - Worked with TEDC and FNES in setting up lab; first courses, hosted by TEDC, held in lab
	TARGET 1: COMPLETE
	Successful completion of 2013-2014 Service Plan
		PERFORMANCE INDICATOR: COMPLETE
		Draft service plan was approved by the Legislative Assembly during the Spring 2013 session.

	TARGET 2 2 training opportunities for each Government Services staff	**PERFORMANCE INDICATOR: IN PROGRESS** Staff attended: - Administrative Assistants Conference - Successful EDRMS Implementation and Recordkeeping for SharePoint 2010 - The UNESCO "Memory Of the World" conference

Policy and Intergovernmental Affairs (PIGA)

The PIGA mandate is to serve Tsawwassen First Nation and Tsawwassen Members by providing the best professional, apolitical advice and support to the Chief, Executive Council, Legislature and the administration. PIGA supports the development of the government's policy agenda, coordinates responses to issues facing the government and TFN, and supports the effective operation of the government.

The PIGA Department is reporting on seven areas of programs and services. The annual reporting of these program and service areas will be shown in the tables below:

- Treaty Implementation
- Intergovernmental Support
- Consultation Support
- Due Diligence
- Law Development
- Measure and Program Evaluation
- Planning

Program Area: Treaty Implementation

Work with the Tripartite Implementation Committee to ensure that Treaty obligations of the various parties are met, and participate in the Land Claims Agreements Coalition, which is made up of other First Nation and Inuit groups who have comprehensive claims agreements in place.

Department Goals

Ensure that the implementation of the Tsawwassen Final Agreement is reflective of its spirit and intent

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Implementation Policy Support • PIGA took the lead with the BCAFN in the BCAFN's response to the federal government's Fiscal Harmonization Proposal • PIGA provided briefings and transition books on critical issues with Metro Vancouver, including sewer servicing negotiations. • PIGA provided briefing support for conversations with BC surrounding road improvements to Highway 17 corridor and with respect to sewer servicing. Also attended meetings on these critical issues. • PIGA took the lead on negotiations with MV and Delta on sewer and provided support with conversations with B.C. • PIGA supported the operations of the Legislature by supporting the development of the Budget and assisting in the management of the legislative agenda, as well as any resolutions that arose during the session. ▪ Resolve Environmental Liability Issue • No progress was made on resolving outstanding liability issues in this period	**TARGET 1** Successful resolution of all items where there is a dispute between TFN and another Party	**PERFORMANCE INDICATOR: IN PROGRESS** To date, there have been no formal disputes between TFN and another party. TFN has a long-standing dispute with Canada over an incorrect interpretation by Canada of the Fiscal Financing Agreement with respect to eligibility for on-going funding programs. However, that is not a formal dispute under the Final Agreement, and it has not proceeded to dispute resolution.
	TARGET 2 Successful completion of outstanding Treaty Obligations	**PERFORMANCE INDICATOR: IN PROGRESS** Participated in three Tripartite Implementation Committee meetings, and discussed various important issues, including: ▪ fiscal harmonization ▪ fiscal financing agreement ▪ own-source revenue agreement ▪ taxability of pension earnings earned prior to end of tax exemption ▪ McIvor impacts on FFA

What We Did This Year	What Was The Target	How We Performed
▪ Participation in Land Claims Agreements Coalition (LCAC) • actively participated in LCAC meetings, and spoke at LCAC 'Treaty Education' session in Ottawa in November, to provide information to federal public servants • led LCAC response to federal government fiscal harmonization proposal		▪ overlap parcel – workplan ▪ obligation of Canada to consult on Canada-China FIPA ▪ HST agreement signed – refund to be provide by BC ▪ low-cost municipal infrastructure financing

Program Area: Intergovernmental Support

Support relationships with all levels of government and First Nation entities

Department Goals

Advance TFN initiatives at the local, regional, provincial and federal levels, and provide First Nation visitors with high-quality information sessions regarding Treaty and self-governance.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Negotiate access to interest borrowing under FNFSMA (First Nation *Fiscal and Statistical Management Act* • TFN briefed BC on the FNFSMA early in this period, and provided them with a note in respect of what we would require from BC. No response to date from BC • Continued to work with B.C. to seek resolution to this file ▪ Participate in Metro Vancouver regional governance • PIGA has provided briefings and reviews of agendas and documentation to allow TFN representatives to participate as required • PIGA has provided briefings and reviews of agendas and documentation to allow TFN representatives to participate as required • PIGA provided briefings and transition books on critical issues with Metro Vancouver, including sewer servicing negotiations. • PIGA took the lead on negotiations with MV and Delta on sewer and provided support with conversations with B.C. ▪ Provide non-Treaty Intergovernmental Support • PIGA provided briefing support for conversations with BC surrounding road improvements to Highway 17 corridor and with respect to sewer servicing. Also attended meetings on these critical issues.	**n/a**	**PERFORMANCE INDICATOR: IN PROGRESS** PIGA took the lead with the BCAFN in the BCAFN's response to the federal government's Fiscal Harmonization Proposal. PIGA assisted in the hosting of several First Nations groups interested in TFN's treaty work, including In'Shuck'ch, Sliammon, and Tla'o'quiaht. As well as, assisted in hosting the Gwitchin who are interested in TFN's Treaty work. PIGA supported the operations of the Legislature by supporting the development of the Budget and assisting in the management of the legislative agenda, as well as any resolutions that arose during the session.

Program Area: Consultation Support

Work with the Member Advisory Council and the Leaseholder Consultation Committee.

Department Goals

Operate important consultation mechanisms and resolve constituent issues as they arise and ensure that TFN meets its obligations to consult with Members and Leaseholders as required.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Chair and operate Advisory Council meetings • PIGA has held 24 meetings of the Advisory Council • Key consultation matters included the Budget. (see the Governing Institution Report for more details) ▪ Operate Consultation Committee meetings • TFN has held 4 meetings of the Consultation Committee. These meetings have covered broad numbers of consultation topics on all relevant and critical items for TFN's operations. • Ensure CMHC Insurability of leases on Tsawwassen Lands	**TARGET 1** Average of 12 Members in attendance at Advisory Council meetings.	**PERFORMANCE INDICATOR: COMPLETE** Target has been more than met. TFN averaged 17 Members a meeting since April. Summaries of those meetings and work can be found in the Governing Institutions Report of this document.
	TARGET 2 Successful completion of significant leasholder issues (CMHC file)	**PERFORMANCE INDICATOR: COMPLETE** CMHC file transaction mailouts were completed on December 13th, 2012. Leaseholders continue to submit modification agreements for signature. PIGA has taken the lead in managing the CMHC file and a number of transactions were conducted during this quarter. Complete – lease modifications are occurring.

Program Area: Due Diligence

Undertake due diligence works on land and economic development proposals

Department Goals

Provide high-quality support to the TFN Economic Development Corporation (TEDC) and to TFN led economic development initiatives to ensure that TFN government's priorities are reflected in the process.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Commercial Land • Work continues to seek closing on this project; significant work on infrastructure delivery projects. ▪ WTE (Waste Treatment Energy) • Negotiations continue in respect of the feasibility of this project. ▪ PMV (Port MetroVan) Partnership • Discussions with PMV continue on a variety of projects, including work to support PMV's DTRRIP initiative, and a potential container examination facility. ▪ Discussions with PMV continue on a variety of projects, including work to support potential container examination facility, as well as some preliminary work on the JVIF.		**PERFORMANCE INDICATOR: IN PROGRESS** There were no due diligence votes in this time period. PIGA staff continued to support economic development efforts, including the commercial lands development, various projects in association with Tsawwassen-Matcon Joint Venture, support for TFN's consideration of the proposal from AREL for a waste-to-energy plant, and discussions with several proponents in respect of projects on TFN's industrial lands. Supported the consultation processes for the development of a sign regulation and for the rezoning related to the mall development.

Program Area: Law Development

Identify and develop legislative options to address government needs

Department Goals

Ensure that legislative and regulatory needs are addressed in an effective and efficient manner

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Work with staff and legal counsel to develop laws and regulations on an as needed basis	**TARGET** Successful identification and completion of legislative priorities of Executive Council	**PERFORMANCE INDICATOR: IN PROGRESS** TFN undertook the development of three pieces of legislation for the Fall sitting of the Tsawwassen Legislature. This included the *Land Management Liabilities Act*, the *Enforcement Amendment Act*, and an *Interpretation Technical Amendments Act*. TFN undertook the development of the Budget Bill and introduced the 2013-2018 Strategic Plan for consideration by the legislature during the session.

Program Area: Measurement and Program Evaluation

Finalize and implement a comprehensive quality of life measurement tool.

Department Goals

Collect and analyze quality data to support program evaluation and the impact of Treaty on the Membership

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Finalize administration and coordination analysis of Quality of Life Survey ▪ Program Data Collection Strategy • No activity on this project	**TARGET 1** Completion of the census/survey tool and analysis of results	**PERFORMANCE INDICATOR: IN PROGRESS: SUBSTANTIALLY COMPLETE** Quality of Life survey tool was finalized and administration of the survey was completed in December 2012 to January 2013. Results were collected and UBC researchers entered data to develop the first report. Data to be analyzed in Spring 2013.

Program Area: Planning

Facilitate planning and visioning sessions with Members, elected representatives and senior staff, and co-ordinate the writing of all documents.

Department Goals

Provide effective long-term and annual planning support for Tsawwassen Government

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- 2013-2018 Strategic Planning
  - PIGA led an initial round of consultations on the 2013-2018 Strategic Plan
- Service Plan, Annual Report
  - PIGA assisted in the drafting of the 2013 Service Plan and Annual Plan
	TARGET
	PIGA pPIGA played a lead role in the drafting and review of the new Strategic Plan, Service Plan, and Annual Report.
		PERFORMANCE INDICATOR: COMPLETE
		PIGA facilitated and developed the agenda and materials for the following events:
		- Assisted in the development of the agenda, as well as core planning, for the Members Gathering.
		- Led the facilitation and development of the Legislature's Orientation session
		- Facilitated and led the Executive Council visioning session.
		- Facilitated and assisted Government Services and Dept of Finance in the development of the Service Plan Retreat.
		- Led in the creation of briefing books and materials to assist in the transition of governments. Led in the development and delivery of a workshop for the Legislature on the Financial Plan.
		- Led in the creation of briefing books and materials to assist in the transition of governments.
		- Led in the development and delivery of a workshop for the Legislature on the Financial Plan and on the Budget in advance of the Legislative session.
		Strategic Plan introduced into the Legislature for consideration during the Spring 2013 session.

Natural Resources

To ensure that Tsawwassen Members and Tsawwassen First Nation maximize our opportunities to exercise our aboriginal and Treaty rights through the sustainable harvesting of the natural resources endowed by the Creator. We work to protect, preserve and promote Tsawwassen culture, and work in conjunction with other levels of government to ensure the sound management of the natural resources within our Traditional Territory.

The Natural Resources Department is reporting on three areas of programs and services. The annual reporting of these program and service areas will be shown in the tables below:

- Gathering
- Wildlife and Migratory Birds
- Fisheries

Program Area: Gathering

Management and administration of Renewable Resources.

Department Goals

- Develop gathering plans for Burns Bog and the South Arm Marshes to provide Members with opportunities to exercise Treaty rights
- Ensure protection of Plants on TFN Lands

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - Develop gathering plans for Burns Bog and Southern Gulf Islands - To licence Members who are exercising rights	**TARGET 1** Successful completion of gathering plans for Burns Bog and South Arm Marshes by March 2013	**PERFORMANCE INDICATOR: IN PROGRESS** Canadian Firearms Safety Course (CFSC) in July in which 9 Community members took the course. Completed Draft Hunting Regulations for TFN Lands.

Program Area: Wildlife and Migratory Birds

Management and administration of wildlife and migratory bird resources in the Traditional Territory.

Department Goals

Ensure that Members are able to safely exercise Treaty hunting rights within the Traditional Territory.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: - To licence members who are exercising rights - Ensure enforcement of TFN regulations as required by Treaty - C.O.R.E. (firearms course) - Develop hunting regulations on TFN Lands	**n/a**	**PERFORMANCE INDICATOR: IN PROGRESS** Canadian Firearms Safety Course (CFSC) in July in which 9 Community members took the course. Completed Draft Hunting Regulations for TFN Lands.

Program Area: Fisheries

Management and administration of fisheries resources in the Traditional Territory, and work through established co-management structures with Canada (JFC and JTC) as required under the Treaty.

Department Goals

- Achieve a near 100% catch of yearly allocation for all fish and shellfish species, subject to conservation concerns,
- Ensure that TFN has established a clear and effective regulatory regime that is enforceable under Tsawwassen Law and that achieves compliance
- Ensure that our cultural traditions respecting our fisheries are honoured
- Seek opportunities to expand fish, shellfish and bivalve opportunities for the Membership

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Ensure enforcement of and regulatory compliance with the DFO and TFN regulations as required by Treaty. Accurate and timely reporting on catch data.
- Events/First Fish
- Social and Ceremonial Crab
- Selective Fishery for Chum which would require weedline tangle tooth nets to be hung
- Intergovernmental work (First Nations, First Nation government work, DFO, JFC, JTC.)
- TFN attended or hosted the following meetings:
  - 5 JTC meetings
  - 4 JFC meetings
  - 3 Enforcement Meetings (TFN and DFO)
  - Bi-weekly First Nations Fishery Legacy Fund Meetings
  - Attended many LFFA (Lower Fraser River Alliance)
	TARGET 1
	Zero infractions found on spot checks and all catch data reported on time with no issues
		PERFORMANCE INDICATOR: IN PROGRESS
		- There were 24 infractions between April to December which were witnessed and dealt with. There were 0 infractions during January to March.
		- 69 vehicular patrols were done from January to March.
		- No issues with salmon catch data, 100% counts for EO fisheries.
		- FSC salmon monitoring was well over the minimum 20% standard.
		- Crab logs have been handed in within 2 days after end of month. No success in monitoring on grounds with FSC crabbers.
		- January to February no crab validations and 30% validations for March.
		- Crab logs were all handed in on time.

What We Did This Year	What Was The Target	How We Performed

• LFFA Executive Committee Meetings (Mike is a member of the Executive Committee for the Lower Fraser River Alliance)
• Attended a number of FRAFS (Fraser River Aboriginal Fisheries Secretariat)
• Attended a few FRAFS Roadmap Meetings
• Other meetings regarding conservation etc. (Eulachon, Chinook)
		▪ FSC crab caught between January to March was 1480.
		▪ Year End Catch Data:
		  - FSC Salmon Fisheries
		  - Chinook: caught 440 of 625
		  - Sockeye: caught 6649 of 7047
		  - Pink: caught 2 of 2500
		  - Coho: caught 22 of 500
		  - Chum: caught 2577 or 2576
		▪ Crab: caught 22,863 between April to December.

	TARGET 2 First fish ceremony to thank the Salmon People who live beneath the seas and rivers and ask for guidance and protection of all of our fishers go out on the water was completed in July	**PERFORMANCE INDICATOR: COMPLETE** First Fish Ceremony was held on June 26, 2012.
	TARGET 3 FSC crab policy and crab tank operations in place by March 2013	**PERFORMANCE INDICATOR: IN PROGRESS** Created a draft plan for Community Food Crab Distribution. FSC Crab Distribution Policy review by Executive Council and Natural Resource Committee.
	TARGET 4 100% Chum allocation caught while meeting conservation concerns for steelhead and coho	**PERFORMANCE INDICATOR: COMPLETE** Sales Fisheries: Chum: caught 11,397 of 12,029. We tried Selective harvesting of Chum by using tangle tooth nets. Also transferred some of the allocation up river in which 9,731 was caught.

Community Services

by providing strategic direction and leadership in community services planning, program oversight, and outreach services that provide opportunities for personal growth, health, well being, education, and quality of life.

The Community Services division is under the direction and management of the Director of Community Services and is comprised of the following departments and programs:

- Education and Skills Development;
- the Health and Social Service; and
- Social Housing

The Director of Community Services enhances TFN community by surveying and researching community needs; developing, monitoring, supervising, and evaluating community services programs; obtaining, allocating, and monitoring funds; and mentoring, coaching, and managing staff.

This leadership position will have the opportunity to shape the direction of the TFN Health and Social Services and Education and Skills Development Services in the community

Education and Skills Development

The Education and Skills Development Department is reporting on five areas of programs and services. The annual reporting of these program and service areas will be shown in the tables below:

- Education K-12
- Post Secondary Education
- Smuyuq'wa' Lelum ECD Centre
- Youth Services
- Language and Culture

Program Area: Education K-12

Provision of K-12 educational programming to members on Tsawwassen Lands and the provision of children/youth after school programming

Department Goals

Ensure students are adequately supported in the school system both academically and culturally and provide excellent after school programs and services that support TFNs educational vision

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Instructional Services Support for school supplies and fees and other school fees for grade 6 and 7 students, and monthly school allowance • 91 TFN students received funding for school supplies and school fees ▪ Child and Youth grants • 25 TFN students accessed the child and youth grants ▪ Homework program for elementary and high school students ▪ Community Graduation Dinner • Our grad dinner was held in the Longhouse again this Spring, and was another resounding success. The District superintendent came to speak, and she voiced her desire to collaborate with TFN to discover ways to ensure greater success for TFN children in Delta schools.	**TARGET 1** Increase student grades year over year	**PERFORMANCE INDICATOR: IN PROGRESS** This summer we hired an Orton Gillingham tutor to provide one to one sessions for students throughout the summer. This tutor developed individual programs for each student registered, and the focus was writing and reading comprehension. Although regular attendance was an issue for some children, overall the program was a success. Staff began after school book club for girls in grades 4 to 7. Attendance is excellent and this afterschool program is well received by intermediate girls. Staff provided tutoring sessions for teen in transition.
	TARGET 2 Student attendance levels at 80%	**PERFORMANCE INDICATOR: INCOMPLETE** Attendance information could not be gathered from the schools to track. Staff promoted student attendance through tutoring sessions and the homework club.
	TARGET 3 Joint educational days with schools, where TFN is involved with Delta School District	**PERFORMANCE INDICATOR: IN PROGRESS** ▪ In April of this year we hosted the first grade 9 Longhouse event. ▪ Three Delta schools celebrated Effective date with power point presentations prepared by our education department.

Program Area: Post Secondary Education

Provision of funding and support for Member seeking to access PSE

Department Goals

Increase the # of Members attending PSE (Post Secondary Education) Institutions

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Review application forms/process ▪ Increase awareness of program policy and guidelines ▪ Explore potential partnerships with PSE institutions (e.g. Kwantlen, VCC) ▪ Other Activities and Successes • One community program for adults that we started this year was our monthly Book Club. We began in February, and currently have approximately 8 participants. We read 8 novels, and had some great conversation. We partnered with the Fraser Valley Regional Library and this relationship has been highly valuable for our members.	**TARGET** Fund 15 full time PSE Students (10@ 25,000 and 5@ 17,000)	**PERFORMANCE INDICATOR: IN PROGRESS** 11 Members applied and one withdrew, leaving 9 Members in funded for full time for PSE and 1 Member funded for part time PSE.

Program Area: Smuyuq'wa' Lelum Early Childhood Development (ECD) Centre

Early Childhood Education and Development (ECED) Services through Smuyuq'wa' Lelum ECD Centre

Department Goals

- High quality service provision (ECED and parenting)
- Ensure Members are able to take advantage of ECED services

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Administer and manage Infant and Toddler care
  • 6 TFN children are registered for the infant and toddler program
  • 4 TFN children are presently registered or the infant toddler program
- Administer and manage Group Daycare
  • 11 TFN children were registered for the 3-5 program. 9 child went on to Kindergarten in September 2012
  • 4 TFN children are presently registered for the 3-5 program
- Administer and manage Preschool
  • 11 TFN children were registered for the preschool program. As of September 2012 the preschool program is running out of the daycare. Currently 3 TFN children are registered for preschool
  • 4 TFN children are presently registered for the 3-5 program.
  • The class took a field trip to the Fisheries Dept to learn about the life cycle of the Eulichon and to view the live holding tank.
- Awareness/Marketing
  • We continue to advertise space availability weekly
  • Open House ad in the Optimist Newspaper ran for 4 consecutive editions
	TARGET
	10 Member using service
		PERFORMANCE INDICATOR: IN PROGRESS
		7 TFN members currently accessing services.
		ECD Programs are hosting a monthly Family Night, inviting all presently enrolled families as well as AFROG families and TFN community members with at least 1 child between the ages of 0-6 yrs. Family Night consists of a shared healthy meal, a 'make and take 'craft, a cultural teaching and a circle time activity. The meal is prepared by the staff and must be a health/budget conscious choice for the parents to take home the recipe.
		March 2013 Family Night saw 1 TFN family in attendance.
		Hosted an Open House for the outside community to try to increase enrollment. Open house was attended by 1 family seeking info on the facility and 1 member of the REACH Program.

What We Did This Year	What Was The Target	How We Performed
▪ Parenting sessions • We partnered with the Boys and Girls club and Klahoweya to offer a monthly family evening that follows the APALS (Aboriginal Parents As Literacy Supporters) program. This has been a very successful program and provides cultural teaching for a variety of families wanting to connect to their culture. • APALS programming as been resumed. Klahoweya has been able to secure the funding and we are running the program monthly at Smuyuq'wa' Lelum. Families from Klahoweya and Reach are also in attendance and each session begins with a prayer, the sharing of a meal as well as a make and take craft and a circle time activity. ▪ Aboriginal Head Start • We continue to make every effort to include the 6 components of Head Start (Language and Culture, Parent and Family Involvement, Health Promotion, Nutrition, Education, Social Support) in our daily programming. Staff prepares a healthy snack/lunch once a month for the children to sample ▪ AFROG • 709 individuals dropped into the AFROG program this includes parents, grandparents, children, Aboriginal and non Aboriginal families. • Participation in the monthly Family Nights. 0 TFN families in attendance • o Weekly Mother Goose sessions. 0 TFN families in attendance ▪ Incorporate Language and Culture into ECD Centre programming ▪ Daily circle time activities in both the Daycare and Preschool programs that include drumming and singing Slahal Bone Game songs, Moe the Mouse Speech and Language Pathology tool.		

Program Area: Youth Services

Children and Youth Centre programming and services

Department Goals

- Provide culturally based programming
- Fund summer employment opportunities
- Create programming and activities that build healthy bodies and minds

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Youth Centre programming based on the cultural calendar
- Healthy Habits programming (lunches, cooking, structured sports and recreations, gardening, golf tournament for community)
  - We had some very beneficial sports programs through the "Run, Jump, Throw" activities provided by the Aboriginal Sports Council. We baked pies and made homemade jam with the berries we picked on Westham Island. We enjoyed gardening with the community garden plots, and used fresh herbs grown in much of our cooking.
- Yearly TFN community events (seasonal events, literacy nights)
  - We had lots of fun at the annual summer daze event, where the families pick up their school supply cheques and enjoy a summer carnival and barbeque. We had a family Halloween event that was well attended and enjoyed by all.
- Summer Employment program: 6 students
- Home work programs
  - The homework program continues after school. The afternoon is structured so that quiet time takes place until 4:00. This allows those who do have homework to complete it without missing other activities.
	TARGET 1
	All TFN children (6+) on Tsawwassen Lands attending culturally based programming
		PERFORMANCE INDICATOR: IN PROGRESS
		We have placed Hunquemenum vocabulary throughout the Youth Centre, and the Youth are requesting more opportunities to learn their language. We celebrated the last of the salmon in September, the time of the falling leaves in October, and the last of the dog salmon in November.

	TARGET 2 6-10 youth attending in summer employment program	**PERFORMANCE INDICATOR: COMPLETE** This summer we had 6 high school students working. 2 with public works, 2 at the youth centre, 1 at Tsatsu Gas Station and 1 working with administration.
	TARGET 3 All children/youth engaged in recreational activity	**PERFORMANCE INDICATOR: IN PROGRESS** In October we partnered with the Community Garden Committee for a community "fall harvest" celebration. Our youth made organic corn chowder and garlic bread, with vegetables picked at the Earth wise garden. They served their chowder at an afternoon gathering, along with members of the garden committee and community. It was an excellent day.

Program Area: Language and Culture

Delivery of language and culture programming and administration of cultural fund supporting the implementation of the SCLC's (Standing Committee on Language and Culture) Language and Culture strategy – Living Traditions

Department Goals

Provide opportunities to become educated about our culture, honour the place of our Elders, create opportunities for Elders to interact with youth and share knowledge between generations.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Workshops - arts and crafts, beading, holistic wellness etc. ▪ Incorporate language into government documents • Revamping the Cultural Calendar and sent it out to all our members. • Collaborating with Government Services to make a 2013 Calendar for the Elders to be given out as Christmas gifts at their Christmas lunch. ▪ Reference material for cultural protocols • Met with the Delta Museum about future plans on organizing an updated exhibit on Tsawwassen First Nation • We are meeting with Darryl Mackenzie with the Delta Museum and Archives Society on moving forward with goals of creating an exhibit that speaks more effectively to the ongoing history and identity of TFN. • Worked with Joe Norris and had a ceremony and burning for Ancestral remains that were found and brought to TFN. • Worked again with Joe Norris to organize a brushing that was available to all TFN members as well as a brushing for all staff to help the healing process.	**TARGET** Provide 3 to 4 cultural and/or language events for Members and community to access	**PERFORMANCE INDICATOR: COMPLETE** The events below were with elders, youth and children. Berry picking, beading workshops, cedar stripping and weaving. 1. Went cedar stripping with a few members to gather Cedar for future use. 2. Held a beading workshop for community members to bead feathers for the Chief, Executive Council, and Legislature members for the opening of the Legislature. 3. Organized for a member to come to the youth centre to make homemade jam with the youth using the berries they had picked from Westham Island. 4. Found Hunquminum vocabulary that the youth coordinators requested so they could use throughout the centre. 5. Organized an etching workshop with the elders. 6. We have held numerous feather beading workshops for the new Chief, Executive Council, and Legislature members.

What We Did This Year	What Was The Target	How We Performed
• Participated in a brushing of the community; we started at Tsatsu and walked down the road while stopping at numerous houses to drum a song and say a prayer. ▪ Support 2 canoe journeys - participate in Pulling Together and support Tribal Journeys. ▪ Language Program - classes on Hunquminum • Started language classes again (Dr. Mercedes Hinkson - instructor, Chrystalyn Gurniak and Kayleigh Merideth). • Worked with the 3-5 room at the daycare and started Moe the Mouse curriculum with the children. • Barb (Wilapia) Joe has joined our language program full-time and will be picking up where she left off. ▪ Support other departmental activities - First Fish Ceremony, Aboriginal Day, etc. ▪ Support the Standing Committee on Language and Culture • Attending the Standing Committee on Language and Culture (SCLC) meetings and planning our 4 corners ceremony that will be held on Aboriginal Day, worked with the SCLC to find 3 TFN members to carve the posts that will be unveiled that day. ▪ Manage Longhouse and Cultural Purposes Fund • Attended longhouse committee meeting and discussed future plans and housekeeping items.		7. Organizing a couple of field trips; one is visiting the Squamish Lil'wat Cultural Centre and the other is a cedar stripping trip to Squamish with Alice Guss.

Health and Social Services

Provides Health and Social Services to all Tsawwassen Members by providing opportunities for personal growth, health, well being, and quality of life.

The Health and Social Services Department is reporting on eight areas of programs and services. The annual reporting of these program and service areas will be shown in the tables below:

- Health
- Community Care
- Income Assistance
- Family Empowerment
- Social Housing
- Community Outreach
- Public Health
- Alcohol and Drug/Mental Health
- Elders Gathering
- Community Safety

Program Area: Health

Support Members in accessing NIHB (Non-Insured Health Benefits) from the federal government and linking with health service providers as needed.

Department Goals

Provide high quality assistance to Members to navigate health system and medical services, and support Members in accessing medical benefits provided under NIHB in a timely manner.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ NIHB Support – assisting with forms, reimbursement and eligibility • Staff continued to provide guidance, assistance and referral services as needed. ▪ Connect Members with access to medical services – doctors, dentist, opticians • Staff worked together with various health providers, including Fraser Health to connect members with appropriate medical services. • Staff worked to liaise with provincial health care providers as well as bringing health services to TFN. Members have had great success in improving their health through prevention services, high quality dentistry, optician's services and other connections made through our health team. ▪ Emergency Medical Assistance– manage fund to provide short-term loans for necessary medical procedures • Majority of funds to date have not been returned to TFN as per policy.	n/a	**PERFORMANCE INDICATOR: IN PROGRESS** Through the community engagement between our staff and TFN community, many members have been empowered to increase their health and well being in several different aspects of life. The Health team has continued to provide assistance with various Health Canada forms, dental requests, prescription costs, physiotherapy and nutrition. The health team is working together with Fraser Health and First Nations Health Authority to draft a comprehensive list of medical, dental, prescription and equipment providers that bill directly to the NIHB program to better serve our Members. The nurse supported Members in need until her departure at the end of September 2012. Wendy Brewer was hired on contract (Nurse Next Door) January 24th, 2013.

Program Area: Community Care

Provision of Elder care and chronic health case management.

Department Goals

Prevent incidence of and manage chronic disease with appropriate home care; and ensure that Elders in our community feel valued.

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Diabetes prevention activities - education, counselling, workshops, testing
  - Ongoing health and fitness (pedometer challenge) 24 participants.
  - Fitness Program offered through Motiv Rehab.
  - Twice weekly healthy lunches encourage healthy eating.
  - Blood sugar testing offered regularly to members.
- Diabetes management activities - ongoing testing, nutrition advice
  - The nurse supported members and referred as needed until her departure at the end of September 2012. Wendy Brewer was hired on contract (Nurse Next Door) January 24th, 2013.
  - The Nurse and Care Aid support members and refer them to services as needed.
- Home care - for adults 19+ who require personal care - bathing, medication management, wound care, etc.
  - Personal Care Aide continues to support clients on a regular weekly basis.
  - Personal Care Aide continues to support clients on a regular weekly basis both on TFN lands and in the community.
	TARGET 1
	4 diabetes prevention workshops provided
		PERFORMANCE INDICATOR: IN PROGRESS
		One diabetes workshop was held – 10 participants.
		Staff also held a mammography clinic on TFN lands that was attended by 8 participants. This was viewed positively by the entire community.

	TARGET 2 Minimum of 6 Elders attending Elders lunches and specific outings, and 12 Elders attending the Elders gathering.	**PERFORMANCE INDICATOR: IN PROGRESS** - Elders luncheon twice weekly and four elders regularly participate in a 'fitness' program to improve their quality of life. - Twice Weekly Elder's lunches provided. Attended by 5 to 12 Elders. - 4 Elders participated in a fitness program.

What We Did This Year	What Was The Target	How We Performed
■ Case management of chronic diseases • The nurse supported members and referred as needed until her departure at the end of September 2012. Referral to General Practitioners. • Staff worked together and with community members to support case management. The health care team has the ability to observe and report/refer members based on health status changes, noticed or disclosed. ■ Provide weekly lunches for Elders (twice a week) • Weekly Elder's lunches continue to be provided by our Elders worker and are a great place for socialization, community building, education and Elder's knowledge transfer. • Monthly outings for Elders (movies, youth interaction, lunch etc). • Monthly outings for Elders continue to be provided by our Elder's worker and help the Elders feel valued. ■ Provide necessary home-making for Elders • Ongoing support for those in need is provided through our Personal Care Aid and contracted services. ■ Support for Elders to attend Elders Gathering • 4 Elders participated in the Elder's Gathering in Abbotsford. ■ The TFN Elder's have opted out of the 2013 gathering due to distance of travel. Elder's worker is currently working with the Elders to plan an alternative retreat for this year.		

Program Area: Income Assistance

Process and deliver Income Assistance to eligible clients, and support client transition from Income Assistance to employment for those who are classified as employable.

Department Goals

Provide Income Assistance, or income assistance diversion projects, for eligible Members

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Income Support - eligibility, processing, cheque issuing • Health and Social Services assess eligibility of clients, process monthly cheque run, ensure required documentation is completed and issue cheques on a monthly basis. ▪ Assistance - with job applications, job search, resume, work boots and bus tickets • Several TFN members have been accessing assistance to procure employment. ▪ Si'em Café and other diversion projects ▪ Closed, currently working to connect members with other local job opportunities.	**TARGET 1** 4 Members transitioned into employment	**PERFORMANCE INDICATOR: IN PROGRESS** Of the members on Income Assistance that are currently classified as employable, 60% are in the beginning stages of the process of becoming reclassified as Persons with Persistent Multiple Barriers due to a variety of barriers to employment. 3 members have transitioned off of Social Assistance to Employment and several others have been engaged in training opportunities and various other work experience activities.
	TARGET 2 6 Members successfully completing training program	**PERFORMANCE INDICATOR: IN PROGRESS** Clients receive monthly employment opportunity flyers including training opportunities through Economic Development.

Program Area: Family Empowerment

Provide support services to families and children who are in contact or at risk of contact with Ministry of Children and Family Development (MCFD)

Department Goals

Ensure Member families and children at risk have counseling support and that Tsawwassen culture is protected in MCFD processes.

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Parenting support – counseling, parental guidance
  - Individual as well as group sessions have been offered.
- Supervised visits for children in care
  - Individual as well as group sessions have been offered.
- Counselling to children in care
  - Supervised visits for children in care are offered both on and off TFN lands. The Health and Social Services department at TFN has the ability to be flexible with visitation times and places to ensure quality, safe interactions are continued.
- Expose children in care to TFN language and culture
  - The Health and Social Services department works collaboratively with MCFD to ensure that children in care are exposed to TFN culture.
  - Advocacy and representation – at apprehensions, at court hearings, etc.
- The health and social services team works to support and advocate for clients at all stages of involvement with MCFD. The health care team is working to be proactive in supporting TFN families.
  - Advocacy and representation is available to TFN members and their families with or without MCFD involvement.
	n/a	**PERFORMANCE INDICATOR: IN PROGRESS**
		Ongoing advocacy and support are offered through the Health and Social Services Department.
		TFN members and their families have access to timely counseling services and advocacy throughout the MCFD process, provided by Health and Social Services Staff and Contractors.

Program Area: Social Housing

Management and administration of TFN's social housing stock, which provides low cost housing rent-to-own and straight rental housing to Members.

Department Goals

- Manage 20 units of TFN-owned social housing and program aspects
- Ensure that social housing units are a safe place to live.

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Rent collection and arrears management
  • Collecting rents from tenants and making timely bank deposits.
  • Monthly letters sent to tenants who have arrears. Payment plans and personal interventions implemented with tenants whose arrears become troublesome.
- Manage repair requests and undertake repairs
  • Repair and replacement requests continue to be addressed in a timely matter by TFN's social housing clerk.
  • Windows, painting and flooring and appliance replacement as needed.
  • Completion of a 6 plex unit and kitchen window replacement in all units.
- Manage housing list
  • One housing unit opened up. Information was sent out to community members and a housing list was created. The unit was offered to a family in February.
	TARGET 1
	Reduce total rental arrears from 35,000 to 25,000
		PERFORMANCE INDICATOR: IN PROGRESS
		Arrears continue to be addressed and are being reduced.
		Review of program, guidelines, policy and rent calculations resulted in some adjustments.
		Several TFN Social Housing Units have been paid off by Members and are in the process of being transferred out of the Social Housing Program.

	TARGET 2 3 roof repairs	**PERFORMANCE INDICATOR: IN PROGRESS** Roof repairs have been completed.

Program Area: Public Health

Delivery of public health programming to the membership

Department Goals

Ensure:

- Members have access to free immunizations;
- Moms have access to pre- and post-natal support goods and services; and
- TFN is prepared to respond effectively to emergencies and major pandemic outbreaks.

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Annual flu shots for all ages
  • Public health holds Annual Flu Shot clinics at TFN.
- Immunizations - 3-month, 6-month, 9-month, 18 month and school entry shots and vaccinations
  • Monthly immunization clinics are held by Public Health at TFN.
- Prepare for major pandemic
  • It will be an ongoing collaborative effort between the Fraser Health Authority and TFN.
- Pre/Post Natal - making sure moms are taking vitamins, baby development, proper nutrition, nursing - including workshops
  • Public Health, the TFN Health Care team and nurse continue to support, provide information, and be available to both Pre/Post Natal mothers.
- Emergency Planning - Plan and prepare for natural catastrophes
  • It will be ongoing collaborative effort between the Fraser Health Authority and TFN.
	n/a	**PERFORMANCE INDICATOR: IN PROGRESS**
		Public Health comes to TFN monthly for immunization clinics, and provides resources and information as needed.
		Public Health comes to TFN monthly and provides members with needed immunizations.
		Mom's have been provided with access and contact information for pre and post-natal services, copies of "Baby's Best Chance" and other information from Public Health.
		TFN will work together with the Municipality of Delta and the Fraser Health Authority to develop an effective response to emergencies and major pandemic outbreaks.

Program Area: Community Outreach

Deliver and support community events, and provide support to third-party community organizations that support aboriginal people.

Department Goals

Organize, deliver, and fund outreach events that foster community pride and support low-income families

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Events – Christmas, Traditional, Easter ▪ Sponsorship supports to aligned organizations • We partner with the Boys and girls Club and Klahow-eya, in the delivery of the APALS family program. This program was originally designed for ages 0-6, but over the last two years older siblings have been coming to the evenings and we have welcomed them. These evenings combine culture and literacy with a focus on building relationships between families and agencies. ▪ Community Outings - Traditional Knowledge Transfer Focus Family events - outside of community such as berry picking, Christmas lights, movie event	**TARGET 1** 200 Members at the Christmas and Easter events.	**PERFORMANCE INDICATOR: COMPLETE** The annual Christmas dinner brings families together from near and far and is a seasonal highlight. This evening includes traditional drumming for both the welcome and blessing of the food. The Youth Centre hosted a community Easter party, with egg decorating, cupcake decorating, and outdoor egg hunt.
	TARGET 2 60-80 participating in berry picking, Christmas lights and movie nights	**PERFORMANCE INDICATOR: COMPLETE** The Youth Centre and the police department partnered for a trip down to Stanley Park and the Bright Lights event, for an evening of fun together.

Program Area: Alcohol and Drug/Mental Health

Provide comprehensive treatment and counselling options for Members suffering addictions or mental health issues.

Department Goals

Ensure that Members who need drug and alcohol and mental health services are able to access them in a timely fashion, and that youth are diverted from drug and alcohol activities through awareness and other programs.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Education - provide information and resources on drug and alcohol abuse and recovery. • Information on available resources to aid substance use was continually available. ▪ Prevention - workshops on what it means to eat and live a healthy, drug-free lifestyle from a young age. ▪ Early intervention - identifies and change behaviours for those engaging in risky behaviour. • In-house information for identifying early onset of problem issues is continually updated and made available to members. ▪ Treatment/Intervention - counselling, detox centres, recovery homes, treatment facilities, harm reduction. • In-house information Treatment options is continually updated and made available to members. • One member attended Residential Alcohol and Drug treatment; 2 attended detox; 4 working on harm reduction; 2 in process of referral to residential treatment; 3 members were working on addiction maintenance.	**TARGET 1** %of population 13 yrs and older on Tsawwassen Lands who are receiving services under the Alcohol and Drug Mental health program 24 %current year - no target set as +/- could be good or bad. Track baseline numbers of Members accessing services.	**PERFORMANCE INDICATOR: IN PROGRESS** 12 individuals received service. Some were multiple issues clients. ▪ 8 (67%) were dealing with substance use issues; ▪ 2 (17%) Parent/teen conflict issues; ▪ 4 (33%) couples/relationship issues; ▪ 3 (25%) Parenting issues; ▪ 4 (33%) Personal Psychological issues One young adult was supported to gain admission to a paid employment readiness program. 50% of TFN members served are receiving treatment during this period were dealing with substance use issues. Three have completed the paper work for admission to residential treatment but have not been admitted as of yet. One youth/young adult has successfully remained abstinence free from cannabis use for over 4 months. An alcohol and drug recovery group with 4 participants was held four times per week for three weeks.

What We Did This Year	What Was The Target	How We Performed
▪ Self-help - identify options for people to seek help through wellness groups, step programs, empowerment programs. - In-house information on self-help options is continually updated and made available to members. ▪ One to one counseling provided; 13 members on-going basis dealing with Family of Origin issues, Residential School Syndrome, Healthy Parenting, Anger Management, domestic violence, and health self-development.	**TARGET 2** Provide 12 opportunities for dissemination of educational materials ; posters, videos, workshops, etc. AND **TARGET 3** Hold 4 workshops on prevention and on drug free lifestyles	**PERFORMANCE INDICATOR: IN PROGRESS** 2 Parents Circles were offered for parents of teens to provide information on how to better support children to deal with substance use issues and other challenges. Workshop for students grades eight and up. Pamphlets and handouts provided to clients on a regular basis. Information and education support group for alcohol and drug addiction for three weeks. Bulletin board display with information on substance abuse issues such as marijuana, ecstasy and crystal meth. Posters on display in counselling trailer on different drugs for informational purposes. Info distributed to parents on how to access the video on-line "The Downside of High". Child's workbook was compiled on understanding when a family member is using drugs or alcohol.

Program Area: Elders Gathering

Co-host the 36th Annual BC Elders Gathering with the Sto:lo Nations.

Department Goals

Participate in the planning, organizing and delivery of the gathering ensuring that Tsawwassen Elders and Tsawwassen wishes are represented.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Co-managed 2012 BC Elders' Gathering ▪ Ensure Elders and Community is informed and involved in the planning • Elders were brought to several planning meetings	n/a	The Elders participated in the 36th Annual BC Elders Gathering in Abbotsford. The Event and TFN's co-hosting was a success. Diane McElhinney represented the Elders and TFN as coordinator of the event.

Program Area: Community Safety

Implementation of the TFN Community Safety Strategy that is based on a 4 pillars approach to crime reduction.

Department Goals

Enhance the safety and security of Tsawwassen Members on Tsawwassen Lands by reducing drug activity on Tsawwassen Lands.

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Addictions Counselling (see Drug and Alcohol Program) ▪ Public Safety through Infrastructure - street lighting, design, CCTV camera installation. • Street lighting program advanced; preparing for installation fall 2013. ▪ Reduce the number of houses where drug trafficking and drug use occurs. ▪ Reduce the number of unwanted non-Members on Tsawwassen Lands individuals implicated in drug activity.	**TARGET 1** 2 drugs houses closed	**PERFORMANCE INDICATOR: IN PROGRESS** Partially successful; number of houses reduced, but not eliminated.
	TARGET 2 5 non-Members involved in drug activities are asked to leave	**PERFORMANCE INDICATOR: IN PROGRESS** TFN has successfully worked with the court system to reduce the number of unwanted individuals; efforts continue on this basis.

Land and Municipal Services

The Lands and Municipal Services division is responsible for land use planning, land management, and regulation of Tsawwassen Lands. The main activities of the department are:

- land use planning;
- assistance with the registration of interests;
- issuance of permits;
- undertaking other municipal-type land and planning functions;
- facilities management; and
- land management

The division is reporting on two areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables below:

- Lands; and
- Public Works/Water and Sewer

Lands

Manage and administer TFN's land department and public works and other capital assets.

The Lands and Planning department's annual reporting of its program and service areas will be shown in the table below.

Program Area: Lands and Planning

Deliver various development and subdivision approvals, manage TFN's regulatory framework, lands, and property management services.

Department Goals

- Deliver approvals in a timely manner to ensure long term TFN revenue stream
- Increase awareness among Members and leaseholders of Tsawwassen Lands regulatory framework
- Develop vision and strategy for agricultural lands and rental houses
  - Issued 2 PLA's – 2 offers to purchase/land swap
  - 1 works and services agreement

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Finalize lands policies and procedures manual
- Conduct monthly and/or regular workshops to educate TFN members and applicants on development and subdivision
- Prepare annual soil fee review reports
  • Processed 5 soil permits in accordance with policy
- Annual English Bluffs Monitoring/Drainage Plan
  • $10,000 in geotechnical analysis complete
	TARGET 1
	4 information workshops on Lands framework and development and subdivision applications
		PERFORMANCE INDICATOR: IN PROGRESS
		5 Member consultation sessions held.

	TARGET 2 Completion of the Annual English Bluffs Monitoring/Drainage plan by August 2012	**PERFORMANCE INDICATOR: IN PROGRESS** Included in 2013/14 budget initiative.

What We Did This Year	What Was The Target	How We Performed
▪ Complete Stahaken lease holder Pilot View Enhancement Project • Executive Council decision to not proceed ▪ Complete rental house renovations and enter into long-term leases with tenants • To be implemented in Agricultural Plan 2013 ▪ Complete Agricultural Strategy ▪ Phase 1 and 2 reports complete ▪ Invasive Plant plan completed and eradication implemented • $16,000 spent on eradication • 19,655 spent on eradication ▪ Inventory houses and identify renovations and develop capital plan for renovations in line with projected revenue ▪ Consolidate agricultural leases and extend to three-five year terms to access Delta trust funding for laser leveling, fall seeding and set aside programs • All agricultural house leases renewed ▪ Develop plan for the development of affordable rental housing units on Falcon Way ▪ Train property management assistant to administer all TFN properties (terminate Bay west) • Baywest terminated, in house property management training complete ▪ Issued 2 preliminary layout approval's – this is the first stage of a subdivision approval process; 2 offers to purchase/land swap ▪ 1 works and services agreement (lists things the developer needs to build (such as roads, sewer connections, etc) as part of being able to build on the land)	**TARGET 3** Complete the annual soil fee review completed by August 2012.	**PERFORMANCE INDICATOR: IN PROGRESS** Ongoing monitoring of revenue expenditures – no change in fees. Creation of separate soil fill accounts to track revenues and expenditures.
	TARGET 4 Agricultural Strategy completed by March 2013; and completion of invasive plants inventory by August 2012.	**PERFORMANCE INDICATOR: IN PROGRESS** Phase 1 and 2 agricultural report complete. Invasive plant inventory complete. Phase 3 Final Agricultural Strategy complete and ready for EC review.
	TARGET 5 Develop housing plan Falcon Way by December 31, 2012.	**PERFORMANCE INDICATOR: IN PROGRESS** Habitat for Humanity MOA signed – detailed agreement to be negotiated.

Public Works/ Water and Sewer and Facilities

The Public Works/Water and Sewer and Facilities department is responsible for ensuring the community is a safe, clean, and hospitable place to live, and that it has appropriate and reliable infrastructure in place. The main activities of the department are:

- public safety, road maintenance, street lighting, snow removal, garbage collection;
- recycling;
- grounds and lawn maintenance, including drainage ditches, fire hydrants, vehicles and other equipment;
- community and staff event set up, clean up and security;
- maintain a safe, and clean water supply and operation of the sewage treatment plant;
- repair, maintain and inspect TFN Public buildings to ensure TFN's capital assets are protected; and
- maintenance of social housing and other TFN-owned buildings.

The Public Works/Water and Sewer and Facilities Department is reporting on two areas of programs and services. The annual reporting of these program and service areas will be shown in the tables below:

- Public Works/Water and Sewer
- Facilities

Program Area: Public Works/Water and Sewer

Delivery of public works, landscaping, water and sewer services on Tsawwassen Lands.

Department Goals

To transition water and sewer operations to accommodate sewer plant decommissioning, and to promote the aesthetic appearance of the Tsawwassen community

What We Did This Year	What Was The Target	How We Performed
The following activities were taken to meet the department goal: ▪ Training plan for MetroVan water and sanitary sewer maintenance • To be determined • Staff received training to complete level 1 water distribution ▪ Continue two community clean-ups per year and enhance recycling efforts with blue box program • Delivered 4 blue boxes to community members. First community clean up is to be delivered in the next fiscal year. ▪ Develop regular grass cutting schedule for TFN boulevards, islands, etc. • In progress ▪ Train staff in maintenance of trees, shrubs, grass and existing/ new parks, playgrounds and industrial area • Deferred to 2013/2014 budget ▪ PRV Inventory for all TFN member houses complete with new valves to be installed where required ▪ Regular ongoing delivery of public works, landscaping, water and sewer services to Tsawwassen Lands	**TARGET 1** Training plan completed by September 2012 to support capacity required to transition to MetroVan services	**PERFORMANCE INDICATOR: IN PROGRESS** Not complete pending MV connection sewage covenant resolution. Transitioning water and sewer is deferred to 2015.
	TARGET 2 2 community clean-ups held	**PERFORMANCE INDICATOR: IN PROGRESS** 2 clean ups completed. Promoting aesthetic appearance is ongoing.
	TARGET 3 Implemented bi-weekly grass cutting schedule Delivered training program for landscape maintenance	**PERFORMANCE INDICATOR: IN PROGRESS** Bi-weekly grass schedule implemented but is weather dependant.
	TARGET 4 Reduce # of complaints about public spaces managed by TFN from 3 per month to 1 per month	**PERFORMANCE INDICATOR: IN PROGRESS** Response process being reviewed.

Program Area: Facilities

First Nation operates and maintains facilities that are important public spaces for TFN, including the Recreation Centre, sewer plant, public works yard, admin building, and various other locations.

Department Goals

Implement Capital and Maintenance improvements to TFN facilities

What We Did This Year	What Was The Target	How We Performed

The following activities were taken to meet the department goal:
- Seasonal/Annual maintenance and repairs of building components
- Devote Public Works staff to maintenance and repairs in winter
- Integrate security for all buildings under one company in conjunction with Delta Police
  • Accurate alarms installation nearing completion
- Paint TFN buildings
  • Long house/admin buildings complete
- Replacement of heating systems and removal of dog houses at Longhouse
  • Deferred to 2013
- Finalize cost estimate for new administration building
  • Office space study complete
- Convert old Public Works building at back of recreation centre to gym facility - Not complete
- Repair red barn for storage of equipment/canoe/fisheries boat
  • Upgraded for TFN storage
- Complete old church heritage renovation project
  • Deferred to 2013
	TARGET
	Unexpected/unbudgeted repairs are less than 25% of capital and maintenance budget
		PERFORMANCE INDICATOR: IN PROGRESS
		Longhouse, administration buildings painted.
		Fisheries shed renovated.
		Cracked windows replaced and youth center and administration building.
		The longhouse renovations that were completed met building code standards.

Financial Report

The tables on the following pages show the consolidated statement of financial activity and the consolidated schedule of capital assets, both of which are taken from the 2012-2013 audit. Taken together, these tables show a complete picture of Tsawwassen operational expenditures, activities relating to Tsawwassen's capital asset base, and activity relating to various Treaty Funds. Full copies of the TFN Audit for the year ended March 31, 2013 are available upon request or on the CD attached to this report.

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Independent Auditor's Report

To the Executive Council of the Tsawwassen Government

We have audited the accompanying consolidated financial statements of Tsawwassen Government, which comprise the consolidated statement of financial position as at March 31, 2013, and the consolidated statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and the notes to the consolidated financial statements.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with it's auditor generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

[illegible]

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Tsawwassen Government as at March 31, 2013, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Deloitte LLP

Chartered Accountants
July 30, 2013
Vancouver, British Columbia

[illegible]

Operational Budgets

Each year the Tsawwassen Legislature provides each of the individual departments of the Government with the authority to spend resources on approved programs and services. It is important that these resources are well managed, and that the delivery of programs and services does not exceed the approved expenditure amounts. Over the 2012-2013 fiscal year, Tsawwassen staff were successful in managing the delivery of programs and services within their approved budgets.

PROGRAM	2012-2013 BUDGET	2012-2013 ACTUAL
Finance and Administration	915,133	914,848
Subsidies and Distributions	339,450	352,269
Information Technology	84,600	81,853
Legal Services	312,240	223,843
Human Resources	164,088	130,270
PIGA	383,964	397,087
Enforcement	13,194	1,111
Referrals	29,333	7,925
Institutional Support	622,384	680,606
Records and Information Management	146,687	107,291
Communications	15,472	6,531
Events	124,825	102,925
Implementation and Compliance	7,588	35,000
Service Planning and Capacity Development	43,821	20,081
Education K-12	430,674	446,183
Post Secondary Education	202,000	203,390
Smuyuq'wa' Lelum ECD Centre	485,510	425,871

PROGRAM	2012-2013 BUDGET	2012-2013 ACTUAL
Youth Services	153,820	138,629
Language and Culture	92,542	72,549
Health	272,341	189,932
Community Care	38,055	66,815
Income Assistance	174,028	224,310
Family Empowerment	46,164	57,991
Social Housing	154,857	154,857
Public Health	23,000	29,177
Community Outreach	23,000	10,221
Alcohol and Drug/Mental Health	80,780	17,969
Elders Gathering	27,000	33,621
Community Safety	43,000	18,600
Lands	1,640,000	1,514,806
Public Works/Water and Sewer	494,000	493,499
Facilities	371,700	344,807
Natural Resources	320,046	310,714
Taxation	556,000	581,842
TOTAL	**8,831,296**	**8,397,423**

Budget Amendment Approved under EC Order 058-2012:

Schedule 1 (Finance and Administration) was amended by reducing the Legal Services budget by $135,316.00. The new sub-total for Schedule 1 is correspondingly amended from $1,778,577 to $1,643,261.

Schedule 2 (Governance) is amended by increasing the PIGA budget by $78,789, adding a new Referrals budget of $29,333, and adding a new Enforcement budget of $27,194. The new sub-total for Schedule 2 is correspondingly amended from $1,305,952 to $1,441,268.

Budget Amendment Approved under:

Schedule 1 (Finance and Administration) is amended by reducing the Human Resources budget by $10,000. The new sub-total for Schedule 1 is correspondingly amended from $1,643,261 to $1,633,261.

Schedule 2 (Governance) is amended by reducing the PIGA budget by $40,000, and by reducing the Enforcement budget by $14,000. The new sub-total for Schedule 2 is correspondingly amended from $1,441,268 to $1,387,267.

Schedule 3 (Community Services) is amended by reducing the Education budget by $30,000; the Post-Secondary Education Budget by $133,000; the Daycare Budget by $70,000; the Youth Services budget by $14,000; the Language and Culture Budget by $23,000; the Health budget by $25,000; and the A&D Mental Health budget by $25,000. The new sub-total for Schedule 3 is correspondingly amended from $2,566,772 to $2,246,772.

Schedule 4 (Lands and Municipal Services) is amended by reducing the Public Works budget by $100,000; the Facilities budget by $38,000; and Property Management budget by $10,000. The new sub-total for Schedule 4 is correspondingly amended from $2,653,700 to $2,505,700.

Schedule 5 (Natural Resources) is amended by reducing the Natural Resources budget by $43,150. The new sub-total for Schedule 5 is correspondingly amended from $363,196 to $320,046.

Capital Initiatives

Tsawwassen Government planned a number of capital expenditures over the course of the 2012-2013 fiscal year. Many of the items were from the 2008-2013 Strategic Plan. Other expenditures were steps towards the vision set out in the Land Use Plan (approved in 2009). Other elements were based on offsite works to support development projects, including increased road, water, sewer, and drainage networks. Developers are required to pay all on and off-site costs associated with the growth of the community. Projects not related to development remain TFN's responsibility to finance.

When considering the capital expenditures, it is important to consider not only the immediate community benefit, but also that these expenditures are, in many cases, a necessary step towards achieving the community vision set out in the Land Use Plan. The Treaty provided Tsawwassen with an asset base, but for a variety of reasons, that base lacked the necessary physical infrastructure to support both Member-driven and TFN-driven development.

The annual reporting of these capital expenditures will be shown on the table below:

PROGRAM	2012-2013 BUDGET	2012-2013 ACTUAL
Planning Initiatives	145,000	67,195
Community Facilities	1,873,000	25,222
Housing	19,869	0
Transportation	134,000	16,181
Water	252,000	50,000
Sanitary Sewage	450,000	253,702
Dikes	70,000	0
Waste Energy Project	0	55,046
*Standalone Sewage Treatment Plant (Design and Procurement)	340,000	126,563
*Environmental Impact Study	74,200	49,905
*Utilities Rates Program Study	90,000	58,793
SUBTOTAL	**3,448,069**	**702,607**
Capital Loan Interest	112,000	185,460
Replacement Reserve	268,049	268,049
TOTAL	**3,828,118**	**1,156,116**

Note: *3.4 Million surplus is due to delayed projects*

AMENDMENTS REQUIRED

Approved by Executive Council and Legislative Assembly

Under EC Order 067-2013 the Capital budgets were reduced by amending the 2012-2013 *Appropriations Act* as follows:

Schedule 7 (Capital Expenditures) is amended by adding the following capital items relating to the examination of a standalone sewage treatment plant on Tsawwassen Lands:

a. *Planning works related to the development of a standalone sewage treatment plant in the amount of $340,000*;*

b. *Undertaking a 'utilities rates program' study in the amount of $90,000*; and*

c. *Undertaking an Environmental Impact Study in the amount of $74,200*.*

Full Consolidated Statements for Year-end March 31, 2013

Tsawwassen Government

Consolidated schedule of tangible capital assets
years ended March 31, 2013 and 2012

Schedule 1

	Land	Water and sewer system	Buildings	Housing projects	Furniture and equipment	Vehicles and boat	Playground	Roads and dykes	Capital infrastructure	Capital subdivision	Total
	$	$	$	$	$	$	$	$	$	$	$
Cost											
Opening balance	249,447,460	16,004,273	5,876,748	1,944,885	163,264	221,905	95,180	16,283,974	9,384,506	2,096,583	301,518,778
Additions	-	253,702	14,265	-	38,303	9,395	-	-	-	-	335,665
Disposals	-	-	-	(102,133)	-	-	-	(4,278)	-	-	(106,411)
	249,447,460	16,257,975	5,891,013	1,842,752	221,567	231,300	95,180	16,279,696	9,384,506	2,096,583	301,748,032
Accumulated amortization											
Opening balance	-	1,603,703	896,779	1,183,025	158,773	144,934	37,900	1,061,263	-	-	5,086,377
Additions	-	80,528	298,926	79,371	25,737	36,633	8,459	807,399	-	69,886	1,406,939
Disposals	-	-	-	(89,186)	-	-	-	-	-	-	(89,186)
	-	1,684,231	1,195,705	1,173,210	184,510	181,567	46,359	1,868,662	-	69,886	6,384,130
Net book value, March 31, 2013	249,447,460	14,573,744	4,695,308	669,542	37,057	49,733	48,821	14,411,034	9,384,506	2,026,697	295,363,902
Cost											
Opening balance	249,447,460	15,255,222	5,876,748	1,944,885	159,908	219,746	95,180	16,281,964	7,675,086	2,096,583	299,052,782
Additions	-	749,051	-	-	3,356	2,159	-	2,010	1,709,420	-	2,465,996
	249,447,460	16,004,273	5,876,748	1,944,885	163,264	221,905	95,180	16,283,974	9,384,506	2,096,583	301,518,778
Accumulated amortization											
Opening balance	-	842,773	597,853	1,089,163	129,675	96,335	25,910	936,532	-	-	3,718,241
Additions	-	760,930	298,926	93,862	9,098	48,599	11,990	124,731	-	-	1,348,136
	-	1,603,703	896,779	1,183,025	138,773	144,934	37,900	1,061,263	-	-	5,066,377
Net book value, March 31, 2012	249,447,460	14,400,570	4,979,969	761,860	24,491	76,971	57,280	15,222,711	9,384,506	2,096,583	296,452,401

Tsawwassen Government

Consolidated schedule of segment disclosure
year ended March 31, 2013

Schedule 2

	General Fund	Tangible Capital Assets Reserve	Local Revenue Fund	Members Business Development Fund	Cultural Purposes Fund	Commercial Fish Fund	Commercial Crab Fund	Reconciliation Fund	Implementation Fund	2013 Consolidated
	$	$	$	$	$	$	$	$	$	$
Revenues										
Aboriginal Affairs and Northern Development Canada:										
Block	2,847,233	268,049								3,115,282
Contributions	85,000									85,000
Investment income	1,078,750	5,002		3,592			1,614	2,233		1,091,196
Property taxes			577,553							577,553
Other	503,698									503,698
Permit and registry fees	364,444									364,444
Province of British Columbia	317,218									317,218
Lease and rental	307,927									307,927
Vancouver Port Authority	263,000									263,000
Interest on Final Agreement receivable	252,271									252,271
Economic Development	258,719									258,719
Share of business enterprise income (Note 7)	209,809									209,809
Housing program	106,372									106,372
Utilities	77,101									77,101
First Nations Employment Society	13,128									13,128
	6,584,870	273,051	577,553	3,592			1,614	2,233		7,542,718
Expenses (Note 15)										
Administration	3,070,268			13,870						3,084,138
Lands and municipal	2,993,641									2,993,641
Amortization	1,322,051									1,322,051
Community services:										
Education	1,041,536									1,041,536
Social development	539,566									539,566
Health	272,594									272,594
Economic development	822,174									822,174
Share of business enterprise loss (Note 7)	720,955									720,955
Taxation			343,466							343,466
Distribution	252,029									252,029
Housing program	114,776									114,776
Interest on final agreement debt payable	110,029									110,029
	11,259,599		343,466	13,870						11,616,935
(Deficiency) excess of revenues over expenses	(4,674,729)	273,051	234,087	(10,278)			1,614	2,233		(4,074,217)
Interfund transfers	3,816,142		(234,087)						(3,582,055)	
Transfer of funds to Treaty Settlement	(596,668)									(596,668)
Accumulated surplus, beginning of year	11,377,598	286,167,150		813,808	975,582	1,056,723	1,228,500	252,652	9,609,747	314,001,760
Accumulated surplus, end of year	10,022,343	286,440,201		803,530	975,582	1,056,723	1,230,114	254,885	6,027,692	309,330,875

Full consolidated financial statements of Tsawwassen First Nation are available upon request. A CD copy of the audit is attached to this report.

This Annual Report is dedicated
to the Tsawwassen people —
past, present and future generations.

To Learn More:

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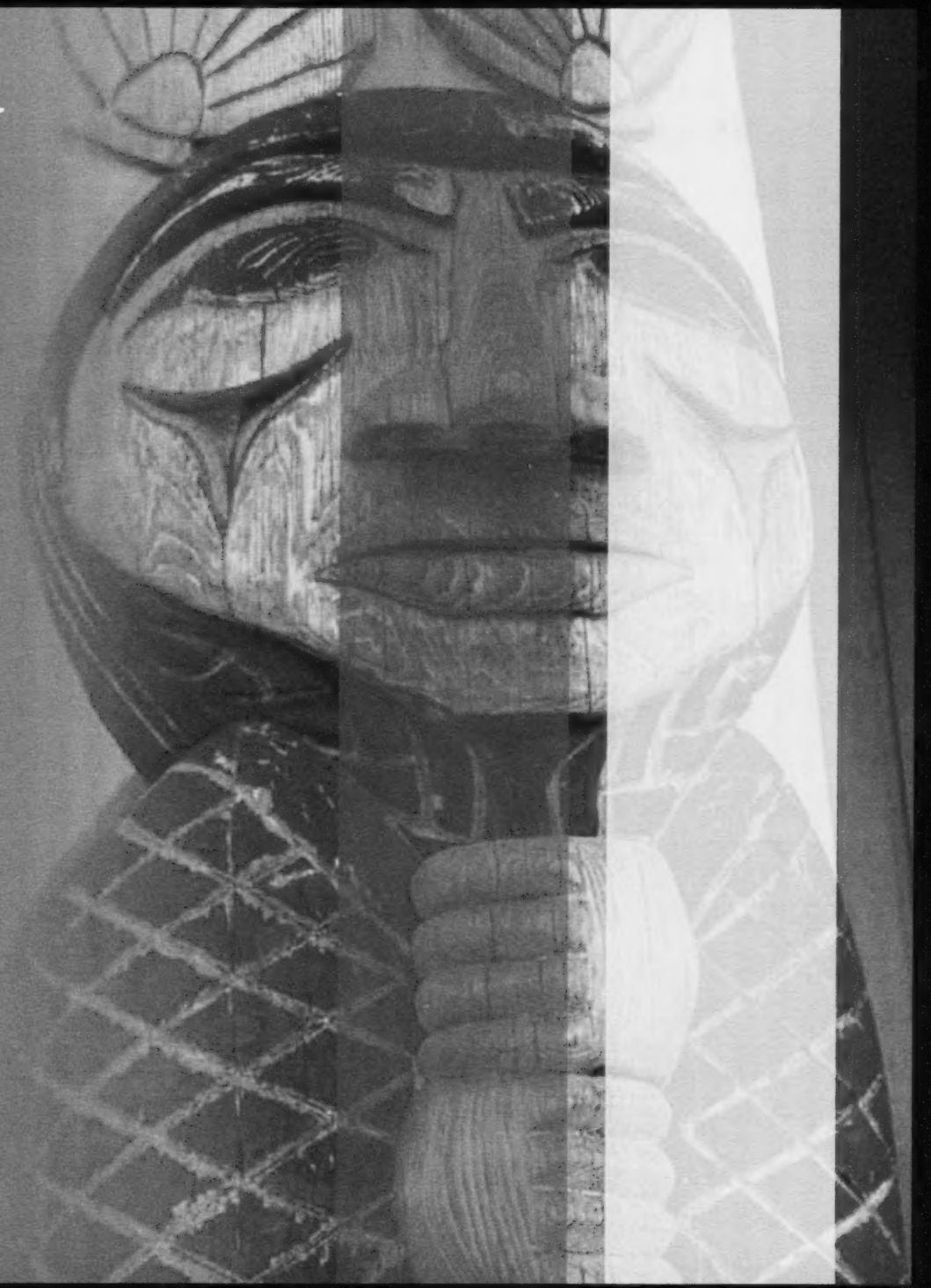
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